

# 2017 COMPREHENSIVE PLAN



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05/02/2017

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# MISSOURI CITY

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# TABLE OF CONTENTS

## Executive Summary

<b>1   Introduction.....</b>	<b>1.13</b>
Planning Context .....	1.15
Important Reasons for Comprehensive Planning .....	1.15
Comprehensive Plan Update.....	1.16
Plan Update Objectives .....	1.16
Public Input and Engagement.....	1.17
Plan’s Legal Foundation .....	1.21
Plan Amendment and Life .....	1.22
<i>Plan Amendment Process</i> .....	1.22
<i>Roles and Responsibilities</i> .....	1.25
Regional Context.....	1.30
Planning Area.....	1.31
Related Plans and Studies.....	1.34
2009 Comprehensive Plan (2009).....	1.35
Mayor/City Council Strategic Plan (2014-2019).....	1.36
Traffic Management Plan/Major Thoroughfares Map (2011) .....	1.37
Market Opportunity Analysis for Commercial Corridors (2016).....	1.41
Mustang Bayou Water and Wastewater Service Area Business Plan (2015) .....	1.42
Parks and Recreation Master Plan (2015).....	1.43
Bicycle and Pedestrian Mobility Plan (2013).....	1.45
2013-2017 Community Development Block Grant (CDBG) Consolidated Plan (2013).....	1.47
Texas Parkway and Cartwright Road Corridors Redevelopment Plan (2008).....	1.48
Fifth Street Neighborhood Plan and Market Study (2014).....	1.48
<b>2   Community Snapshot.....</b>	<b>2.1</b>
Community Snapshot.....	2.2
Community Survey Highlights .....	2.4
Demographic and Socioeconomic Trends .....	2.8
Population .....	2.8
Age and Households.....	2.10
Race and Ethnicity .....	2.13
<i>Dr. Stephen Klineberg and the Confluence of Ethnicity/Race, Education and Income</i> .....	2.14
Household Income .....	2.16
Housing Units.....	2.17
Educational Attainment .....	2.20
<i>Fort Bend Independent School District (FBISD)</i> .....	2.21
Employment Characteristics.....	2.23
Transportation and Commuting Patterns .....	2.24
Market Opportunity Analysis for Commercial Corridors.....	2.26
Existing Conditions and Character .....	2.28
<i>Texas Parkway Corridor (US 90A to Turtle Creek Drive)</i> .....	2.28
<i>Cartwright Road Corridor (Texas Parkway to FM 1092)</i> .....	2.30
<i>FM 1092 Corridor (Lexington Boulevard to State Highway 6)</i> .....	2.32
<i>Fort Bend Parkway Corridor (Lake Olympia Parkway to Sienna Parkway)</i> .....	2.34
Corridor Market Dynamics.....	2.36
<i>Retail Analysis</i> .....	2.36
<i>Office Analysis</i> .....	2.36
<i>Industrial Analysis</i> .....	2.37

### 3 | Economic and Community Development ..... 3.1

The Importance of Economic and Community Development.....	3.2
The University of Houston Small Business Development Center (UH SBDC) .....	3.4
Land Use and Taxation .....	3.5
<i>The Economic Development Sales Tax</i> .....	3.6
Economic Development Tools.....	3.7
Using Economic Development Resources to Achieve Preferred Uses .....	3.12
Economic Development in the Key Commercial Corridors .....	3.14
Texas Parkway Corridor .....	3.14
Cartwright Road Corridor .....	3.18
FM 1092 Corridor.....	3.20
Fort Bend Parkway Corridor .....	3.23
Case Studies.....	3.27
Case Study: Nassau Bay Town Square (Nassau Bay, Texas) .....	3.28
Case Study: Shadow Creek Ranch (Pearland, Texas) .....	3.29
Case Study: Downtown Midland (Midland, Texas) .....	3.30

### 4 | Future Land Use Plan..... 4.1

Purpose.....	4.2
Existing Land Use Inventory.....	4.4
Future Land Use Plan.....	4.6
The Difference Between a Planning and Zoning Map.....	4.6
<i>Municipal Utility Districts (MUDs) in Missouri City</i> .....	4.10
Character District Definitions.....	4.12
Future Land Use Considerations .....	4.20
Corridor Future Land Use Considerations.....	4.20
Texas Parkway Corridor .....	4.22
Cartwright Road Corridor .....	4.23
FM 1092 Corridor.....	4.24
Fort Bend Parkway Corridor .....	4.25

### 5 | Goals and Recommendations ..... 5.1

Goals and Recommendations.....	5.2
Comprehensive Plan Goals.....	5.2
Recommendations.....	5.3

### 6 | Implementation Plan ..... 6.1

Implementation Overview.....	6.1
Proactive and Reactive Implementation .....	6.4
Education and Training .....	6.4
Comprehensive Plan Goals.....	6.6
Implementation Plan .....	6.6

## MAPS

Map 1.1: Regional Context .....	1.30
Map 1.2: Planning Area (2014) .....	1.32
Map 1.3: Major Thoroughfares Map (2015) .....	1.40
Map 1.4: Existing Park Facilities.....	1.43
Map 1.5: Areas with No Park Access.....	1.44
Map 1.6: Complete Bicycle Network (2013).....	1.46
Map 2.1: Median Age by U.S. Census Block Group .....	2.12
Map 2.2: 65+ Population as Percentage of Total Population.....	2.12
Map 2.3: Median Household Income by U.S. Census Block Group .....	2.17
Map 2.4: Renter Propensity by U.S. Census Block Group .....	2.19
Map 2.5: Commercial Corridors .....	2.26
Map 3.1: Tax Increment Reinvestment Zones (2013).....	3.10
Map 3.2: Public Investment Districts (2013) .....	3.11
Map 4.1: Existing Land Use Map (2015) .....	4.5
Map 4.2: Future Land Use Plan (2016).....	4.7
Map 4.3: MUD Districts (2015) .....	4.11

## FIGURES

Figure 1.1: Historical Timeline .....	1.28
Figure 1.2: Priority Pedestrian Projects .....	1.45
Figure 1.3: CDBG Eligible Block Groups .....	1.47
Figure 2.1: Historical Population & Growth Projections (City Limits Only).....	2.9
Figure 2.2: Generational Breakdown.....	2.11
Figure 2.3: Households by Age .....	2.11
Figure 2.4: Missouri City Race and Ethnicity, 2000 - 2015.....	2.13
Figure 2.5: Households by Income .....	2.17
Figure 2.6: Homeownership and Rental Occupancy .....	2.18
Figure 2.7: Educational Attainment.....	2.21
Figure 3.1: Existing vs. Preferred Property Values.....	3.5
Figure 3.2: Achieving Preferred Land Uses.....	3.13
Figure 4.1: Developed Versus Undeveloped Land .....	4.4
Figure 4.2: Future Land Use Projection Percent of Land Area .....	4.8

## TABLES

Table 1.1: Summary of Proposed Improvements - Year 2015.....	1.38
Table 2.1: Missouri City & ETJ Population Estimates & Growth Projections 2015 - 2040 .....	2.9
Table 2.2: Households by Age and Income, Missouri City 2015.....	2.16
Table 2.3: FBISD School Campus Located Within Missouri City or its ETJ.....	2.20
Table 2.4: Major Employers.....	2.22
Table 3.1: Existing vs. Preferred Property Values.....	3.5
Table 3.2: Property Tax Relief.....	3.6
Table 3.3: Fiscal Tools and Project Examples .....	3.8
Table 3.4: Nonresidential Absorption Potential for Texas Parkway .....	3.14
Table 3.5: Land (Acres) Required to Support Growth Opportunities (Texas Parkway) .....	3.15
Table 3.6: Potential Property Value Increases (Texas Parkway).....	3.15
Table 3.7: Potential New Annual Property Tax Revenues (Texas Parkway).....	3.16
Table 3.8: Potential New Annual Sales Tax Revenues (Texas Parkway).....	3.16
Table 3.9: Texas Parkway Uses of Economic Development Tools .....	3.17
Table 3.10: Land (Acres) Required to Support Growth Opportunities (Cartwright Road) .....	3.18
Table 3.11: Potential Property Value Increases (Cartwright Road).....	3.18
Table 3.12: Potential New Annual Property Tax Revenues (Cartwright Road) .....	3.18
Table 3.13: Cartwright Road Uses of Economic Development Tools .....	3.19
Table 3.14: Nonresidential Absorption Potential for FM 1092.....	3.20
Table 3.15: Land (Acres) Required to Support Growth Opportunities (FM 1092).....	3.20
Table 3.16: Potential Property Value Increases (FM 1092) .....	3.20
Table 3.17: Potential New Annual Property Tax Revenues (FM 1092).....	4.21
Table 3.18: Potential New Annual Sales Tax Revenues (FM 1092) .....	4.21
Table 3.19: FM 1092 Uses of Economic Development Tools.....	4.22
Table 3.20: Nonresidential Absorption Potential for Fort Bend Parkway.....	3.23
Table 3.21: Land (Acres) Required to Support Growth Opportunities (Fort Bend Parkway) .....	3.23
Table 3.22: Potential Property Value Increases (Fort Bend Parkway) .....	3.24
Table 3.23: Potential New Annual Property Tax Revenues (Fort Bend Parkway) .....	3.24
Table 3.24: Potential New Annual Sales Tax Revenues (Fort Bend Parkway).....	3.25
Table 3.25: Fort Bend Parkway Uses of Economic Development Tools .....	3.26
Table 4.1: Existing Land Use Inventory.....	4.4
Table 4.2: Future Land Use Plan Projections.....	4.8
Table 6.1: Implementation Plan .....	6.7



[HOLD FOR CITY MANAGER'S EXECUTIVE SUMMARY]

[HOLD FOR CITY MANAGER'S EXECUTIVE SUMMARY]



# 1

# CHAPTER ONE

## *Introduction*



MISSOURI CITY  
TEXAS



## PLANNING CONTEXT

The Comprehensive Plan for the City of Missouri City, Texas is a guide for the physical development of the City and its associated planning area for the next 20 years and beyond. This Plan establishes a vision and provides realistic goals and achievable strategies that residents, business and landowners, major institutions, civic groups, and public officials prefer - and will support with action - in the years ahead. Comprehensive planning allows the City to have a greater measure of control over its destiny rather than simply reacting to change.

Missouri City has a strong history of planning; reflected in the completion of the first Missouri City Plan in 1971; the adoption of subdivision regulations in 1974; and the establishment of zoning in 1981. In 2016, the City recognized its 60th year of incorporation. As a suburb, located within the Houston metropolitan area, the City is influenced by the projected growth of the area including within both Harris and Fort Bend counties, respectively. The City's historic milestones coupled with activity within the larger metropolitan area help to shape an understanding of its present and future challenges.

As the City is expected to grow, issues such as aging infrastructure, preservation of neighborhoods, encouraging economic development and strategic investment continue to emerge as opportunities areas for which the community must tackle.

This Plan is provided for all members of the community to use in this decision making process regarding the City's growth and development.

### *Important Reasons for Comprehensive Planning:*

- To involve local citizens in the decision-making process and reach consensus on the future vision for Missouri City and its ongoing development.
- To develop an efficient growth pattern that reflects the values of the community.
- To ensure adequate public facilities to meet the demands of future growth and development.
- To ensure the long-term protection and enhancement of the visual image and appearance of the community.
- To provide a balance of land uses and services throughout the community to meet the needs and desire of its growing population.
- To develop annual work programs and prioritize improvements consistent with the Plan.



## COMPREHENSIVE PLAN UPDATE

The City's Comprehensive Plan was updated through a 20-month planning process that included public input and engagement opportunities. After consideration of the City's current demographic trends and an assessment of the objective statements, goals and action recommendations from the 2009 Comprehensive Plan, six objectives emerged, which shaped the focus of the Plan update process. This updated Plan continues forward still relevant recommendations from the 2009 Plan; provides an update to the City's demographic trends and the Future Land Use and Character plan; provides further analysis of the strengths, challenges, and opportunities along four key corridors; and provides an economic development plan to address redevelopment, reinvestment and new construction within these same opportunity areas.

This updated Plan builds upon the City's past, acknowledges its present condition to position the community towards its desired future.



CPAC MEETINGS



COMMUNITY SYMPOSIUM

### Plan Update Objectives

- Establish a community supported vision to guide future growth and development.
- Gather support through public participation;
- Review and evaluate existing vision and goals and make changes where necessary;
- Build upon public and private, intergovernmental and institutional, private sector and non-profit partnerships;
- Provide greater flexibility for residents, landowners, developers, and potential investors;
- Delineate a strategic implementation plan to influence annual budget.

**FOCUS ON FITNESS: RECREATION & TENNIS CENTER LAUNCHES RecNATION PROGRAM**

In September, the City launched a RecNATION program, available to new and existing members of the Recreation & Tennis Center. Participants will have the opportunity to meet new people, try new activities and earn prizes for filling out their "passport." To be an active member, there are four simple steps:

- Step 1: Become a member.**  
If you're not already a member, we invite you to join the state-of-the-art Recreation & Tennis Center, 2701 Cypress Point Dr.
- Step 2: Pick up your new RecNATION passport.**  
The passport is a card that will track your activities completed and participation in official events.
- Step 3: Enjoy yourself at the Parks & Recreation facility.**  
Using your recreation passport as a guide, complete fun and engaging activities.
- Step 4: Pick up your prizes!**  
3 activities = Rec Towel  
6 activities = Rec Water Bottle  
9 activities = RecNATION Shirt

**Keep Missouri City Safe**  
Participate In National Night Out Event

City officials, staff and citizens will join forces from 5 p.m. to 8 p.m. on Tuesday, Oct. 7, in conjunction with National Night Out across the nation in support of the 2014 Annual National Night Out. Residents in all neighborhoods are asked to turn on their outside lights, join in block parties and spend the evening visiting with their neighbors.

National Night Out is a unique opportunity for residents to come together to promote public safety awareness and neighborhood unity. The City's Fifth Annual Pre-National Night Out block party will be held at 5 p.m. on Saturday, Oct. 4, at the Police Mini-Station, 1700-A Texas Pkwy.

"Citizens will have access to police vehicles and tactical equipment, so please come out and see our S.W.A.T., Automobile Burglary and Theft Prevention Team, Bike Patrol, ATV Search Team and Dive Team," Missouri City Police Officer Evett Kelly said. "The Missouri City Fire Department will have a ladder truck and rescue boat on display."

The City's official NNO celebration on Oct. 7 will take place in the Target parking lot, 6000 Hwy. 6 at FM 1092. The National Corporate Sponsor of National Night Out, and the Missouri City Police Department will collaborate with the retailer to share public safety information with local families and businesses. Public safety vehicles will be on display in the parking lot.

For more information or to register a block party, contact Missouri City Police Officer Evett Kelly at 281.401.7111 or [evett@missouricitytx.gov](mailto:evett@missouricitytx.gov). Residents who register their block parties on Monday, Sept. 22, at the Missouri City Police Department, 3849 Cartwright Rd., will receive a National Night Out T-shirt and cap.

**Get Involved!**  
Join the Municipal Volunteer Program for details.

## Public Input and Engagement

Public input and engagement are important components of a comprehensive planning process. By providing various opportunities to reach out, to inform, and to receive feedback brings about excitement and innovation. Public input and engagement is an objective of the planning update process and will continue to be a priority as the Plan is implemented. The following summarizes the variety of innovative opportunities provided through the planning update process:

- **COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC):** The mayor and City Council appointed nineteen residents and stakeholders of the community to meet with the consultant team and City staff over the course of the plan update process. The CPAC provided knowledge of the community from various perspectives including long-term residents, community leaders, public agency representatives, business owners and developers. The CPAC assisted the team in identifying issues and opportunities and helped refine the Plan's recommendations.
- **COMMUNITY SYMPOSIUM:** Over 300 residents and stakeholders were in attendance at a community symposium held in February 2016. Dr. Stephen Klineberg, Rice University, Kinder Institute of Urban Research, presented highlights from the annual Kinder Houston Area Survey which tracks various demographic patterns, economic outlooks, experiences and beliefs of residents living in the Houston metropolitan area. Attendees were provided an opportunity to participate in the Comprehensive Plan survey, review the community's data trends and provide feedback on possible courses of action. A second symposium was held in March 2017.
- **COMPREHENSIVE PLAN SURVEY AND THE 2016 COMMUNITY SURVEY:** Two surveys were administered during the plan update process. The Comprehensive Plan Survey was generated with the assistance of the Consultant Team and the 2016 Community Survey was generated through the ETC Institute. The surveys were administered by mail, phone, online and at public meetings.
- **MAYOR'S YOUTH COMMISSION / FORT BEND INDEPENDENT SCHOOL DISTRICT LEADERSHIP PROGRAM:** Input meetings were held with members of the 2015-2016 Mayor's Youth Commission and the FBISD Leadership program. As the scope of the Comprehensive Plan is forward looking, the perspective and input from the youth is critical. These meetings allowed the community's youth to engage in the process and envision the components of the community of their future.
- **CITIZEN'S UNIVERSITY / NEIGHBORHOOD HOMEOWNERS ASSOCIATIONS:** Two engagement sessions were held with the 2015-2016 Missouri City Citizen's University class and information on the planning process and opportunities for feedback were provided at most HOA meetings over the course of the planning process.
- **ASSOCIATED MEDIA COVERAGE:** Facilitated through the City's Communications Department, information concerning the plan update process was provided through local and social media formats. Resources included the bi-weekly City Manager's Report, the "Show Me" Missouri City newsletter, Facebook, Twitter, and Instagram, as well as features in Community Impact, Fort Bend Independent and the Fort Bend Star newspapers.



*Members of the CPAC took a guided walking tour of the City with staff members to discuss key issues and examine existing conditions along some of the corridors*



# WHAT'S MISSING?

Take three marbles from the pot and distribute them into the THREE small hourglasses of your choice that best answers the question. Examples of the following options are provided at each station to help you make the most informed decision. Take a few minutes to look at them all before selecting your TOP 3 choices.

- Commercial
- Mixed Use
- Multifamily Housing
- Retail
- Single Family Housing
- Senior Housing
- Townhomes
- Warehousing and Distribution
- Other

and do you live in:

(1) What school do you attend;

The station is set up on a green table. There are four hourglasses, each containing blue marbles. The number of marbles in each hourglass represents a selection. Cards with photos and labels are placed around the hourglasses. The labels include 'TOWNHOMES', 'COMMERCIAL', 'SENIOR HOUSING', and 'WAREHOUSING AND DISTRIBUTION'. A sign titled 'WHAT'S MISSING?' provides instructions and a list of housing options.

## LAND USE INPUT EXERCISE



  
**MISSOURI CITY**  
TEXAS  
Welcome to the  
**Edible Arbor Trail**

- Eat at your own risk
- Do not eat anything to which you are allergic
- Do not eat anything that has not been identified as edible
- City not responsible for damages related to the use of the trail



**EDIBLE ARBOR TRAIL**

## Plan's Legal Foundation

The Comprehensive Plan represents a “big picture” of the community; one that can be related to the trends and interests of the broader region as well as the State of Texas.

The State of Texas, however, does not mandate that its municipalities prepare comprehensive plans. Section 213 of the Texas Local Government Code provides the basic reasons for long-range, comprehensive community planning as being for the purpose, “...of promoting sound development of municipalities and promoting public health, safety and welfare.” However, the Code provides that, “The governing body of a municipality may adopt a comprehensive plan for the long-range development of the municipality.” The State enables municipalities the ability to define the content and design of their comprehensive plans, resulting in a long-range planning strategy that can be customized to meet the needs of each community.

Missouri City's Charter, Article VIII, Section 8.02, provides to the planning commission the power and duty to “make and amend a comprehensive plan for the physical development of the city.” The Charter further provides that, “The comprehensive plan...shall contain...recommendations for growth, development and beautification of the city...”

### *Missouri City Celebrates 60th Year of Incorporation*

*The Comprehensive Plan update process coincided with the celebration of the City's 60th anniversary of incorporation.*

*“Since its incorporation on March 12, 1956, the Show Me City has set and met the highest standards of excellence to ensure top quality programs and services for its citizens, stakeholders and businesses. Proactive planning, strong fiscal management and strategic leadership have consistently earned Missouri City recognition as one of America's best and safest cities”.*



Source: City of Missouri City, Texas. (2016, April 29).  
2016 State of the City - Missouri City, Texas. [Video File].  
<https://www.youtube.com/watch?v=FAyq17IB4Hk>.

### **TOP 10 ACCOMPLISHMENTS OF THE CITY'S 60 YEAR HISTORY:**

1. Rich history spans more than 120 years!
2. Legacy of Leadership - citizens with a commitment to public service elected and appointed to lead community
3. Fiscal Fitness - Efficient & Effective Financial Management Policies / Transparency Regulations
4. Comprehensive Plan Update
5. 2016 All American City Award Finalist
6. City Management
7. First Class [public] amenities
8. Capital Improvement Programs
9. Expanded commercial square feet
10. Development of pristine parks

## Plan Amendment and Life

The Comprehensive Plan is meant to be a living document that allows flexibility to address unforeseen circumstances that may influence or change the priorities and economic perspective of the community. As the City grows and evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise.

Thus regular review should take place to ensure that the Plan continues to reflect the overall goals of the community and remains relevant and resourceful over time.<sup>1</sup>

### PLAN AMENDMENT PROCESS

Amendments to the Plan are two-fold: (1) minor amendments and (2) major updates.

**Minor Amendments** may be processed at any time, however should at least occur annually. Minor amendments could include revisions to certain elements of the Plan as a result of the adoption of another specialized plan or interim changes to the Future Land Use & Character and/or Thoroughfare Plans, respectively.

**Major Updates** with more significant modifications should occur every five to ten years. Major updates will involve reviewing the base conditions and anticipated growth trends; re-evaluating the goals, policies and recommendations in the Plan—formulating new ones, as necessary; and adding, revising or removing action statements based on implementation progress.



#### ANNUAL PROGRESS REPORTS

The Planning & Zoning Commission, with the assistance of staff, should prepare an annual progress report for presentation to the Mayor and City Council. This ensures that the Plan is consistently reviewed and that any needed modifications or clarifications are identified. Ongoing monitoring of consistency between the Plan and the City's implementing ordinances and regulations should be an essential part of this effort.

The annual progress report should include and highlight:

- Significant actions and accomplishments during the past year, including the implementation status for each programmed task;
- Implementation obstacles or problems, including those encountered in administering the land use and transportation aspects;
- Proposed amendments that have come forward during the course of the year, which may include revisions to Plan maps, recommendations or text;
- Recommendations for needed actions, programs and procedures to be developed and implemented in the coming year, including Capital Improvement Plan projects, other City programs/projects to be funded, and priority coordination needs with public and private partners.



#### MINOR AMENDMENTS

As previously stated, minor amendments should at least occur annually. The annual consideration of amendments allows for proposed changes to be reviewed concurrently so that the cumulative effect may be understood. Site specific plan changes could negatively impact adjacent areas or uses or detract from the overall character of the area.

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<sup>1</sup> City of Missouri City, Texas. (2009, September 21). *Missouri City Comprehensive Plan*

The list below provides the initial criteria for considering any type of minor amendment, including annual amendments. Evaluation criteria includes:

- Consistency with the goals and policies set forth in the Plan;
- Adherence with the Future Land Use & Character and/or Thoroughfare Plans;
- Compatibility with the surrounding area;
- Impacts on infrastructure provision including water, wastewater, drainage, and the transportation network;
- Impact on the City's ability to provide, fund, and maintain services;
- Impact on environmentally sensitive and natural areas;
- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals (and ongoing public input).



### *FIVE TO TEN - YEAR UPDATE / APPRAISAL REPORT*

An appraisal report should be prepared every five to ten years. This report should be prepared by City staff with input from various City departments, the Planning & Zoning Commission, and other boards and commissions.

The preparation process should involve the evaluation of the existing Comprehensive Plan and assess how successful it has been in achieving the community's goals. The purpose is to identify Plan successes and shortcomings, look at what has changed over the period of time, and make recommendations on how the Plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to unmet goals, policies and recommendations.

More specifically, the report should identify and evaluate the following:

1. Summary of major actions and minor amendments undertaken over the last five years;
2. Major issues in the community and how these issues have changed over time;
3. Changes in the assumptions, trends and base data, including the following:
  - a. The rate at which growth and development is occurring relative to the projections put forward;
  - b. Shifts in demographics and other growth trends;
  - c. The area of land that is designated and zoned for urban development and its capacity to meet projected growth demands and needs;
  - d. City-wide attitudes and whether apparent shifts, if significant, necessitate amendments to the stated goals or strategies of the Plan;
  - e. Other changes in political, social, economic, technological, or environmental conditions that indicate a need for plan amendments.
6. The Plan's ability to continue to support progress toward achieving the community's goals;
7. Changes in laws, procedures and missions the impacts on the success of implementation, strategies, or priorities.

## Criteria for Proposed Amendments to Future Land Use & Character Map

Consideration of proposed amendments to the Future Land Use & Character map should involve the following:

- *Is the amendment necessary immediately, such as in conjunction with a particular rezoning request, or can the amendment wait so it can be examined more comprehensively through the annual amendment process?*
- *Does the proposed amendment affect one or a few parcels or would it affect a much larger area?*
- *What specific conditions (e.g., population size and/or characteristics, area character and building form; property/structure conditions, infrastructure or public services, market factors including need for more land in a particular designation, etc.) have changed sufficiently to render the current map designation(s) inappropriate or out-of-date?*
- *Is the proposed amendment consistent with the intent and policy direction of any applicable small area plans, utility or drainage plans, annexation plans, or other City plans?*
- *Is there enough adequate information available to move ahead with a decision (e.g., utility capacity, potential traffic impacts, other public service implications, resident/stakeholder concerns and input)?*
- *What points, concerns, and insights have been raised by area residents, property owners, business owners, or others?*



### ONGOING COMMUNITY OUTREACH AND ENGAGEMENT

Comprehensive planning is often the most direct and efficient way to involve members of the general public in determining the future direction of their community. Therefore, all evaluations, minor amendment and update processes should emphasize and incorporate ongoing public input. The processes required may prove more valuable to the community than the Plan itself since the Plan is ultimately a snapshot in time. These processes involve major community decisions about how much and where growth will occur, the nature of future development, and whether the community can afford to provide the necessary public services and facilities to support this growth. This process leads to pivotal discussions about what is “best” for the community and how everything from taxes to “quality of life” will be affected.

For both internal and external groups, the reporting processes should incorporate specific performance measures and quantitative indicators that can be compiled and easily communicated. A “report card” format might be incorporated to include:

- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this Plan and related City codes;
- Acres of parkland and miles of trail developed or improved in accordance with this Plan and related City codes;
- Indicators of City efforts to ensure neighborhood integrity as emphasized in this Plan (e.g., code enforcement activity);
- Miles of new bike routes and extent of transit services added to the City’s transportation system to provide alternative mobility options as recommended in this Plan;
- Indicators of the benefits of redeveloped sites and structures (appraised value, increased property and/or sales tax revenue, new residential units and retail and office spaces in urban mixed-use settings, etc.) as envisioned through this Plan;

- Various measures of service capacity (gallons, acre-feet, etc.) added to the City’s utility infrastructure systems as indicated in this Plan and associated master plans - and the amount of dollars allocated to fund the necessary capital projects;
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to the Plan’s implementation and periodic review, amendments and updates.

## ROLES AND RESPONSIBILITIES

All members of the community have a role and responsibility in implementing the vision and goals of the City’s Comprehensive Plan.<sup>2</sup>

### CITY COUNCIL

As the community’s elected officials, the Mayor and City Council assume the lead role in the implementation of this Plan. The City Council decides and establishes the priorities; sets time-frames by which each action will be initiated and completed, and determines the budget to be made available for implementation efforts. In conjunction with the City Manager, the Mayor and City Council ensures the effective coordination among the various groups that are responsible for carrying out the Plan’s recommendations.

The City Council takes the lead in the following general areas:

- Acting as a “champion” of the Plan;
- Adopting amendments to the Plan by ordinance, after the recommendation by the City Manager;
- Adopting new or amended land development regulations to implement the Plan.
- Approving inter-local agreements that implement the Plan;
- Establishing the overall action priorities and time-frames by which each action item of the Plan will be initiated and completed;
- Considering and approving the funding commitments that will be required;
- Offering final approval of projects and activities and the associated costs during the budget process, keeping in mind the need for consistency with the Plan and its policies;
- Providing policy direction to the Planning & Zoning Commission, other appointed City boards and commissions, and City staff.

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2 *City of Missouri City, Texas. (2009, September 21). Missouri City Comprehensive Plan*



## *PLANNING & ZONING COMMISSION (P&Z)*

The City's Charter, Article VIII, Section 8.04., establishes that the planning commission shall forward to the city manager the commission's recommendation for the growth, development and beautification of the city in the form of a comprehensive plan.

The P&Z Commission will take the lead in the following general areas:

- Acting as a "champion" of the Plan;
- Periodically obtaining public input to keep the Plan up to date, using a variety of community outreach and citizen and stakeholder involvement methods;
- Ensuring that the recommendations forwarded to the City Manager are reflective of the Plan's goals and policies. This relates particularly to decisions involving development review and approval, zone change requests, ordinance amendments, and potential annexations.
- After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Manager regarding plan amendments and updates.

## *City Boards and Commissions:*

- *Planning and Zoning Commission*
- *Community Development Advisory Committee*
- *Construction Board of Adjustments and Appeals*
- *Electric Board*
- *Missouri City Development Authority*
- *Parks Board*
- *Recreation and Leisure Local Government Corporation*
- *TIRZ Board #1*
- *TIRZ Board #2*
- *TIRZ Board #3*
- *Zoning Board of Adjustment and Appeals*



## *CITY ADMINISTRATION AND STAFF*

The City Manager, Leadership Team and City staff are responsible for the everyday implementation of the Plan. All must support and inform the decision making efforts of the City Council in regards to the Plan's vision, goals, and implementation recommendation.

The City Administration and staff will take the lead in the following general areas:

- Acting as a “champion” of the Plan;
- The City Manager shall receive the proposed Plan from the P&Z Commission and submit to the Mayor and City Council;
- Manage the day-to-day implementation of the Plan, including ongoing coordination through an interdepartmental plan implementation committee;
- Support and carry out capital improvement planning efforts in accordance with the Plan;
- Manage the drafting of new or amended land development regulations in accordance with the Plan;
- Conduct studies and develop additional plans (including management of consultant efforts, as necessary);
- Review applications for consistency with the Plan as required by the City's land development regulations;
- Negotiate the specifics of inter-local agreements;
- Administer collaborative programs and ensure open channels of communication with various public, private and non-profit partners;
- Maintain an inventory of potential amendments for consideration during the annual and periodic amendment and update processes.

## *COMPREHENSIVE PLAN ADVISORY COMMITTEE (CPAC)*

Appointed during the process to update the Plan, the CPAC is an advisory committee providing input and feedback to the Mayor and City Council, the P&Z Commission and City staff. The CPAC represents a broad cross section of the community.

The CPAC will take the lead in the following general areas:

- Acting as a “champion” of the Plan;
- Participate in eliciting and providing community input on the Plan to the Mayor and Council, P&Z Commission and City staff;
- Review elements of the Plan and make recommendations to the P&Z Commission and City staff on proposed changes.

## FIGURE 1.1: HISTORICAL TIMELINE

- 
- 1853** Buffalo Bayou, Brazos, and Colorado Railway (BBB&C) began operating a rail line that stretched from Houston to Stafford and was the first operating railway in Texas.
- 1879** Two real estate investors bought four square miles of land directly along the route of the BBB&C. They put this land up for sale and advertised the property in St. Louis, Missouri as “a land of genial sunshine an eternal summer.” The area was named “Missouri City” to promote the development.
- 1894** The settlement was officially registered in the State of Texas as the recorded Missouri City Townsite map in the Fort Bend County public records (F.B.C.P.R. Instrument #1895245002). The first settlers initially came from Arlington, Texas. They prospered through farming and ranching.
- 1900** A train depot, which had been built near where the current Texas Parkway crosses the tracks, changes its name to Pike Road. With new depot, Missouri City became a shipping point for the Blue Ridge oilfield and salt mine. The railroad also provided an easy way for residents to work in adjacent towns.
- 1926** Missouri City becomes the first town in Fort Bend County to use natural gas by pipeline.
- 1940** The U.S. Census showed the population as 100 inhabitants and three businesses.
- 1956** Amid Houston annexation rumors, leading citizens moved to incorporate Missouri City. Elections were held in March and voters approved the incorporation.
- 1960's** The use and convenience of automobiles makes the City an attractive community for commuters. The “bedroom community” began to develop a new era of subdivision development and population growth. Fondren Park and Quail Valley subdivisions are developed during this time. The Department of Planning established (Ordinance No. 87A).
- 1970's** Ad valorem (based on value) property tax initiated; The Missouri City Plan, the City's first comprehensive plan completed; the Planning Commission established (Ordinance No. 148); the City becomes a Home Rule City upon adoption of a Charter by its citizens. The Council-Manager form of government was chosen; Subdivision Regulations adopted (Ordinance No. 158)
- 1980** First Director of Planning hired.
- 1981** Zoning established (Ordinance No. O-81-1)
- 1986** A 17-acre civic/community center developed that contained City Hall, the municipal court/ planning & inspections building, and a civic auditorium.
- 1990** Vision 2020, the City's Comprehensive Plan adopted (Ordinance No. O-90-25)
- 1993** Land Use Plan adopted (Ordinance O-93-10)

- 1998** Public Safety headquarters (Police Department, Fire & Rescue Services, Fire Station #1) dedicated on June 11th; Becomes a Community Development Block Grant entitlement city.
- 1999** Fire Stations #3 and #4 completed in January 1999. Architectural Overlay Zones established (Ordinance No. O-99-53)
- 2003** Land Use Plan update adopted (Ordinance No. O-03-24)
- 2006** Traffic Management Plan adopted
- 2007** Parks Master Plan completed; Fire Station #2 completed. City partnered with the Trammel Crow Company to create the first fully planned business park in the City. The Business Park named Lakeview, comprised of 160 acres and was located on a former golf course (Willowisp). The business park was projected to provide more than 2 million square feet of commercial, office and warehouse space.
- 2008** Municipal Court and the Emergency Operations center (EOC) completed.
- 2009** Adoption of the Comprehensive Plan update (Ordinance O-09-35); Acceptance of the Texas Parkway/Cartwright Road Corridor Redevelopment Plan; Acquisition of the Quail Valley golf course. This acquisition added approximately 400 acres of parkland and green space; A groundwater reduction plan was approved by the Fort Bend Subsidence District.
- 2010** Bronze level recognition achieved as a Certified Scenic City in the inaugural year of the Scenic City Certification Program.
- 2011** Traffic Management Plan updated (Ordinance O-11-03)
- 2012** 2012: City Centre at Quail Valley; the Recreation and Tennis Center; and a mini-police station (Texas Parkway) completed. The City Centre, constructed on the Quail Valley Golf Course is a premiere restaurant and event center featuring a golf pro shop. The Recreation and Tennis Center, a 24,488 square foot facility located near Cypress Point and Cartwright Road, provides tennis courts, a gymnasium, a cardio and weight room, batting cages and three multipurpose rooms.
- 2015** Fire Station #5 completed. Platinum level recognition achieved as a Certified Scenic City through the Scenic City Certification Program.
- 2016** 2016 All-America City finalist by the National Civic League

Source: City of Missouri City, Texas. (2009, September 21). Missouri City Comprehensive Plan

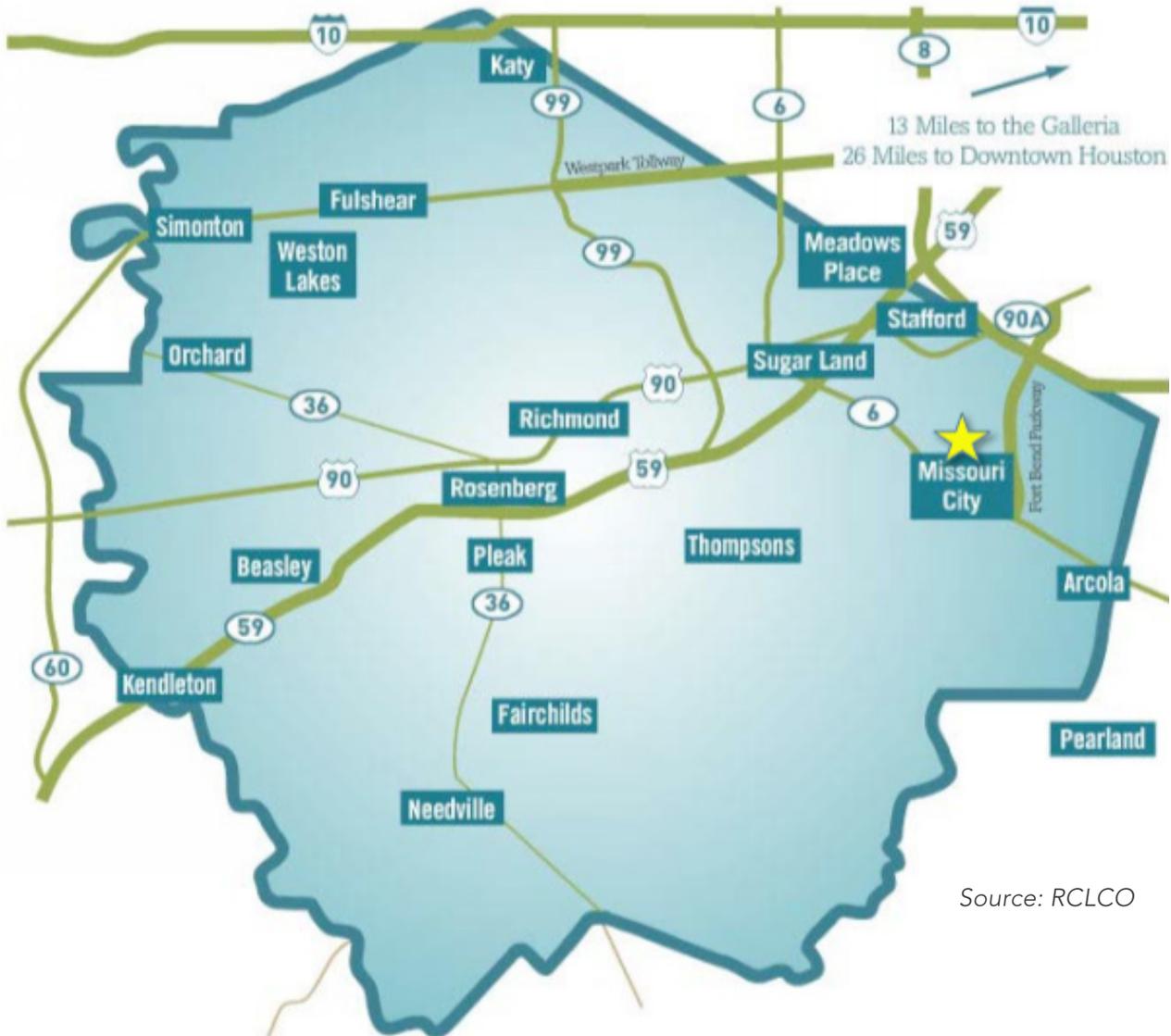
## REGIONAL CONTEXT

The Houston-The Woodlands-Sugar Land metropolitan area is the fifth-largest in the United States; the second largest in the state of Texas. Between 2014 and 2015, the US Census Bureau reported that the Houston area had one of the largest population gains of any area in the nation, adding about 159,000 people.<sup>1</sup> Over the next 25 years, this area is projected to grow by another 66.7 percent. This growth can be accounted for by several factors including but not limited to domestic and international migration as a result of an economy fueled by the energy sector, medical research, health care and technology firms.

Of the Houston area increase, both Harris and Fort Bend counties experienced the most growth. Missouri City is a suburban city located within this area. The City is largely located within Fort Bend County, however a northern portion of the City is located within Harris County.

<sup>1</sup> U.S. Census Bureau. *Four Texas Metro Areas Collectively Add More Than 400,000 People in the Last Year*, Census Bureau Reports. March 24, 2016. [www.census.gov/newsroom/press-releases/2016/cb16-43.html](http://www.census.gov/newsroom/press-releases/2016/cb16-43.html)

**MAP 1.1: REGIONAL CONTEXT**



The growth experienced in the Houston area has resulted in a diverse population. A recent report by the Kinder Institute for Urban Research and the Hobby Center for the Study of Texas found that “as of 2010, [the] Houston metropolitan area is the most racially/ethnically diverse large metropolitan area in the nation...”<sup>2</sup> This same report found that Missouri City is one of two of the area’s most racially/ethnically diverse cities.

The growth experienced in the Houston metropolitan area plays a major role in the growth and development of Missouri City. This influence on Missouri City is anticipated to continue due in part to the City’s proximity to key centers such as downtown Houston, the Texas Medical Center, the Energy Corridor and the Port of Houston.

## Planning Area

Missouri City is a community of nearly 72,000 people within its incorporated limits. It is the second largest city in Fort Bend County. In addition to its population, Missouri City has a diverse built environment—including suburban residential development, rural estates, commercial and industrial business parks. The prevailing development trend, single family residential, has culminated from the generation of multiple municipal utility districts (MUDs). The City is known as a community of neighborhoods, although it maintains a developing economic base.<sup>3</sup>

This Plan addresses development and redevelopment within the City’s incorporated limits and its Extraterritorial Jurisdiction (ETJ). Missouri City’s ETJ extends up to 3.5 miles beyond the city limits, as authorized by Chapter 42 of the Texas Local Government Code. The City’s ETJ is an unincorporated area of Fort Bend County and extends primarily to its south. The City’s ETJ includes most of the Sienna Plantation master planned community and a portion of the Riverstone master planned community.

The City has maintained a joint development agreement pertaining to Sienna Plantation since the late 1990’s and Strategic Partnership Agreements through MUDs providing service within the Riverstone community. The City does not provide a full range of services within its ETJ. However, through its agreements the City has established certain restrictions and commitments which provide long-term certainty concerning the annexation and regulation for development in these areas.

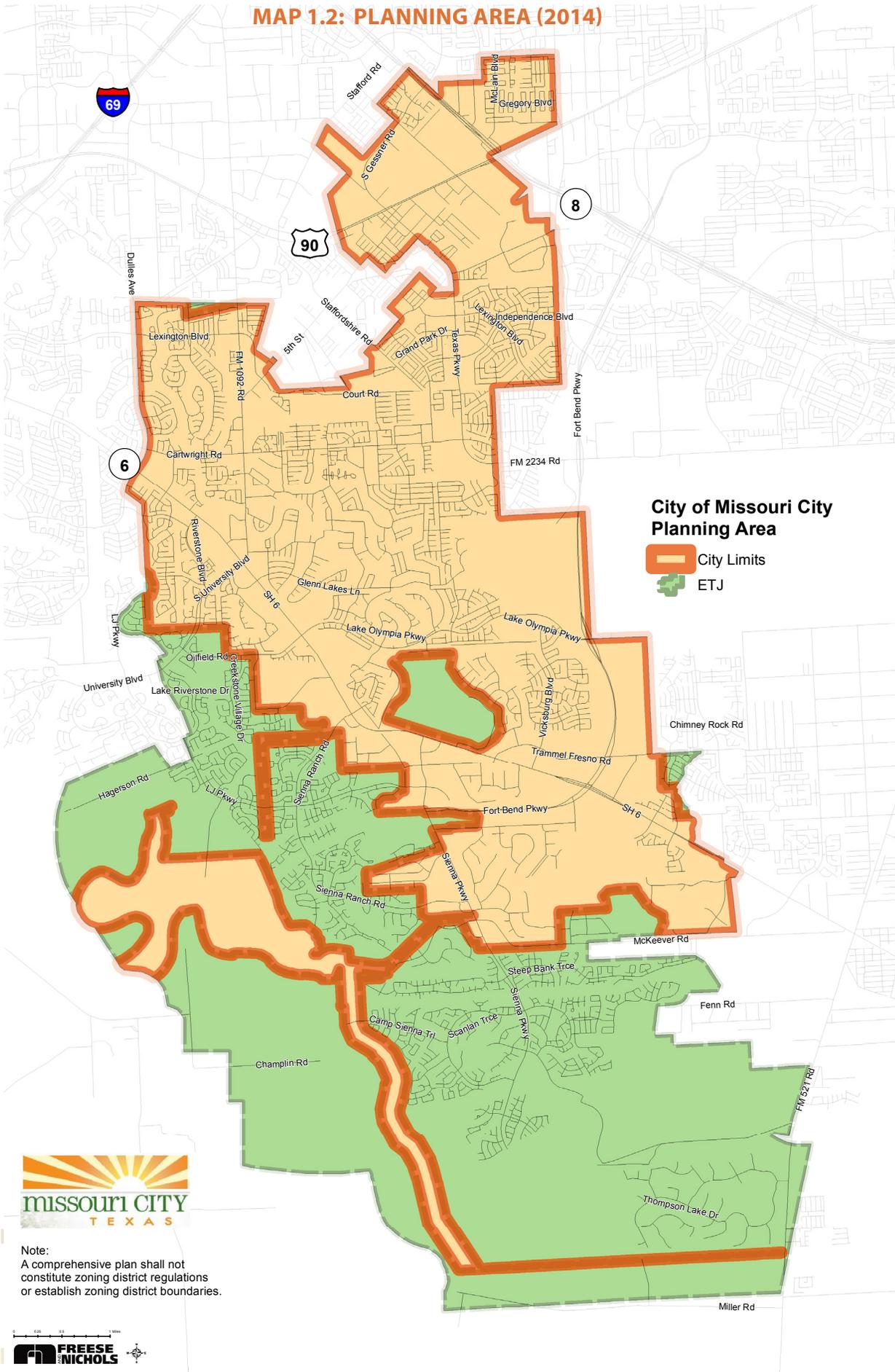
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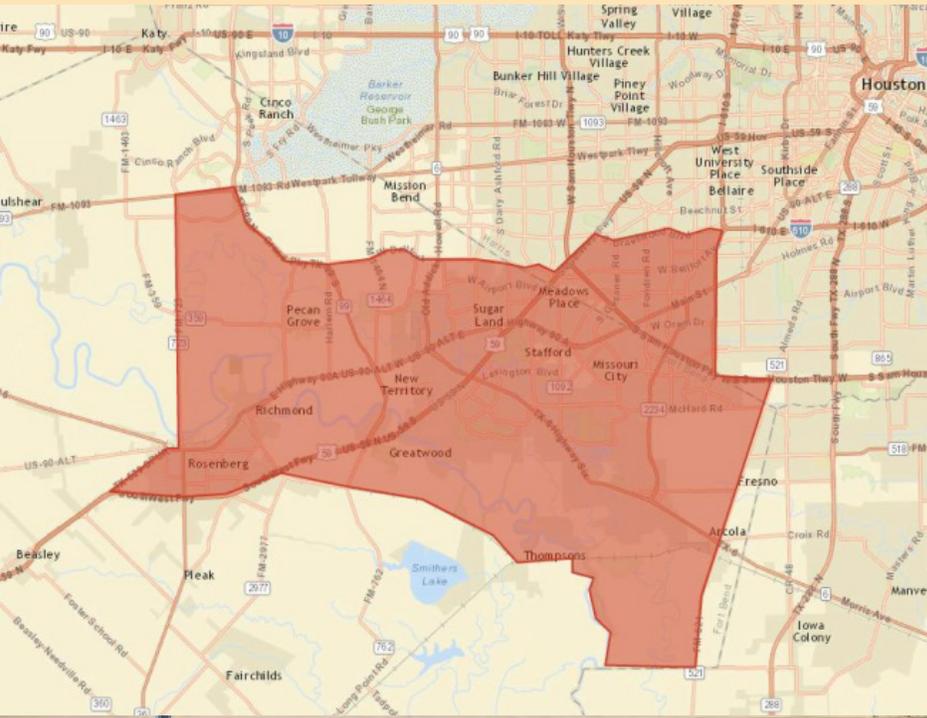
2 Emerson, Michael O. and Jenifer Bratter, Junia Howell, P. Wilner Jeanty, and Mike Cline. *The Kinder Institute for Urban Research & the Hobby Center for the Study of Texas. Houston Region Grows More Racially/Ethnically Diverse, With Small Declines in Segregation.* [https://kinder.rice.edu/uploadedFiles/Urban\\_Research\\_Center/Media/Houston%20Region%20Grows%20More%20Ethnically%20Diverse%202-13.pdf](https://kinder.rice.edu/uploadedFiles/Urban_Research_Center/Media/Houston%20Region%20Grows%20More%20Ethnically%20Diverse%202-13.pdf)

3 2009 Comprehensive Plan



# MAP 1.2: PLANNING AREA (2014)





## The Southwest Houston Region

The southwest Houston region, for the purposes of this analysis, is defined by the boundaries of the red area illustrated in the map to the left. The defined area includes a large portion of Fort Bend County, including the cities of Missouri City, Stafford, Meadows Place, Sugar Land, Richmond, Pecan Grove, Greatwood, and Rosenberg. It is important to consider the existing demographics and employment dynamics within the larger region because growth has ripple effects that traverse along the major regional roadway corridors and can generate opportunities within Missouri City.



CITY HALL BUILDING

## *Related Plans and Studies:*

- *2009 Comprehensive Plan*
- *Mayor/City Council Strategic Plan 2014-2019*
- *Major Thoroughfare Plan*
- *Traffic Management Plan*
- *Mustang Bayou Water and Wastewater Service Area Business Plan*
- *Master Fire Station Location Plan*
- *Parks and Recreation Master Plan*
- *Bicycle and Pedestrian Mobility Plan*
- *Texas Parkway/ Cartwright Road Corridors Redevelopment Plan*
- *Community Development Block Grant Consolidated Plan*
- *Fifth Street Neighborhood Plan and Market Study*
- *Houston-Galveston Area Council 2035 Regional Transportation Plan*
- *Houston-Galveston Area Council US 90A Corridor Rail Feasibility Study*

## RELATED PLANS AND STUDIES

In addition to the goals and objectives set forth in previous Comprehensive Plans, the process to update the 2009 Plan explored and incorporated the goals and objectives from other City and regional plans and studies. A summary of selected plans and studies are listed in the sidebar on the left.

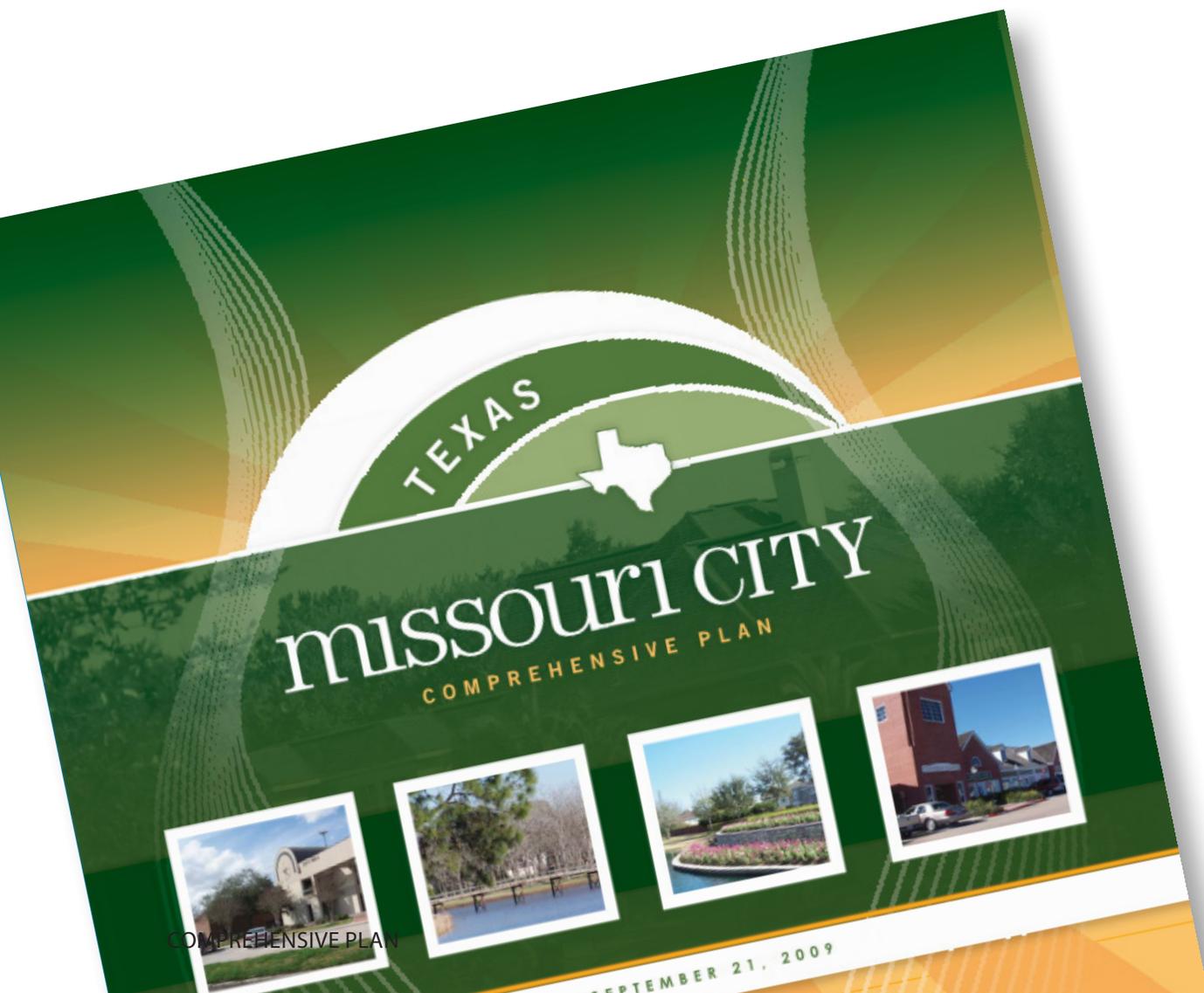


## 2009 COMPREHENSIVE PLAN (2009)

The 2009 Comprehensive Plan addressed many challenges that the City still faces today. The 2009 Plan provided analysis, policies and goals with regard to land use and community character; growth capacity; parks and recreation; and mobility; and included an Action Plan to identify long and short term implementation strategies. Many of the recommendations from the 2009 Plan remain applicable and thus, this Plan, as an update, builds upon this foundation rather than starting from scratch.

### 2009 COMPREHENSIVE PLAN ISSUE STATEMENTS:

- Increasing Community Cohesion
- Achieving More Varied Development
- Transitioning to a Redevelopment Focus
- Ensuring a Green Community
- Emphasizing Quality Design and Community Appearance
- Orderly Growth and Public Service Extension
- Growth and Development in Targeted Areas
- Resource Conservation and Preservation
- Balanced, Convenient and Accessible Amenities
- Connecting Parks, Schools, and Neighborhoods;
- Quality Parks;
- Traffic Flow, Connectivity and Safety;
- Alternative Modes of Travel: Pedestrian and Bicycle Facilities & Mass Transit;
- Neighborhood Integrity and Preservation
- Corridor Design and Appearance



## Missouri City Vision 2029

*Missouri City is a great place to live: A premier community with inclusiveness, beautiful, safe and active/enjoyable living that has successful village centers at Texas Parkway and Sienna, a vibrant town center at Highway 6 and the Toll Road, and thriving major corridors.*

- Mayor/City Council Strategic Plan (2014-2019)

### MAYOR/CITY COUNCIL STRATEGIC PLAN (2014-2019)

The Mayor/City Council Strategic Plan 2014-2019, adopted in 2014, outlines the City's vision, mission and guiding principles. The Plan prioritizes community goals and establishes a City perspective on policy and decision making. The vision, mission and goals of the Strategic Plan have been incorporated into the major themes of this Plan. The Strategic Plan outlined the following community goals for 2019:

- Create a great place to live: safe, beautiful and active
- Maintain a financially sound city government: effective/quality services and infrastructure
- Grow business investments in Missouri City: more business, more jobs
- Develop a high-performance City team: working together, producing results
- Have quality development through build-out: active centers, neighborhoods, housing and mobility

The Strategic Plan is important because it clearly identifies the communities vision, short-term and long-term challenges and opportunities, while providing a prioritized list of policy and management actions that the City must take in order to accomplish community goals. The most important part of the Strategic Plan is the identified community priorities, many of which were incorporated and reflected in the major themes of this Comprehensive Plan update.



*The MISSION  
of the City Government  
of Missouri City  
is to provide  
MUNICIPAL SERVICES  
in a  
FINANCIALLY  
RESPONSIBLE  
and  
CUSTOMER FRIENDLY  
manner,  
while  
ENGAGING OUR  
RESIDENTS.*

## TRAFFIC MANAGEMENT PLAN / MAJOR THOROUGHFARES MAP (2011)

Transportation planning and thoroughfare development prepares the City for future traffic demands and creates a safe and efficient system of travel to, from, and within the community.

The City's Traffic Management Plan (TMP) and Major Thoroughfares Map were updated in 2011. The TMP update reflected the impacts of continued growth at the time and projected growth into future years. The TMP is a tool which the City uses to benefit the quality of life of its citizens by providing a high level of traffic mobility, reduced vehicular congestion, the minimization of impacts on the environment and an increase in economic development opportunities within the community.

The update to the TMP provided recommendations to address traffic congestion and transportation infrastructure improvements projected to be completed by years 2015 and 2025, respectively. These recommendations provide information on coordination and implementation of priority improvements including:

- Intersection improvements;
- Roadway widening and extensions;
- Intelligent Transportation Systems (ITS) investments;
- Traffic management strategies;
- Major Thoroughfares Plan update.

Due to right-of-way and budgetary constraints, the TMP provided additional recommendations for alternative methods to efficiently manage traffic along congested roadways. These recommendations included the continued implementation of the City's ITS Five-Year Operations Plan; traffic signal timing optimization, access management, traffic calming, and travel demand management. The City's ITS provides for the ultimate connection to Houston TranStar, a regional transportation management and emergency management service.

The Thoroughfares Map illustrates the City's major thoroughfares. Although all proposed roadways are anticipated to be needed in the future, the Thoroughfares Map is not a promise to build roads. Roadway construction is impacted by a combination of issues including an imminent need for the road and the security of funding. Typically, once funding is secured for roadway construction, a more thorough study will occur, including environmental reviews, which may result in changes to the roadway alignments.

### Texas Department of Transportation (TxDOT)

Several roadways within the City are maintained by outside municipalities and agencies, including the Texas Department of Transportation (US 90A; Texas Parkway; Cartwright Road; FM 1802; State Highway 6); the Harris County Toll Road Authority (Sam Houston Tollway/Beltway 8); and the Fort Bend County Toll Road Authority (Fort Bend Parkway Toll Road). These roadways, provide direct connections from the City to surrounding communities including the cities of Houston, Pearland, Stafford and Sugar Land. The TxDOT maintained roadways save the City several millions of dollars each year in operation and maintenance costs. While the City is not responsible for these direct costs, the City does have a significant voice in the types of development that is permitted along these roadways, as well as the look and feel of the corridors. The City must therefore continue to partner and coordinate with these outside entities to ensure desired corridor design and appearance and to mitigate impacts of roadway improvements and expansions.



## TRAFFIC MANAGEMENT PLAN

**TABLE 1.1: SUMMARY OF PROPOSED IMPROVEMENTS - YEAR 2015**

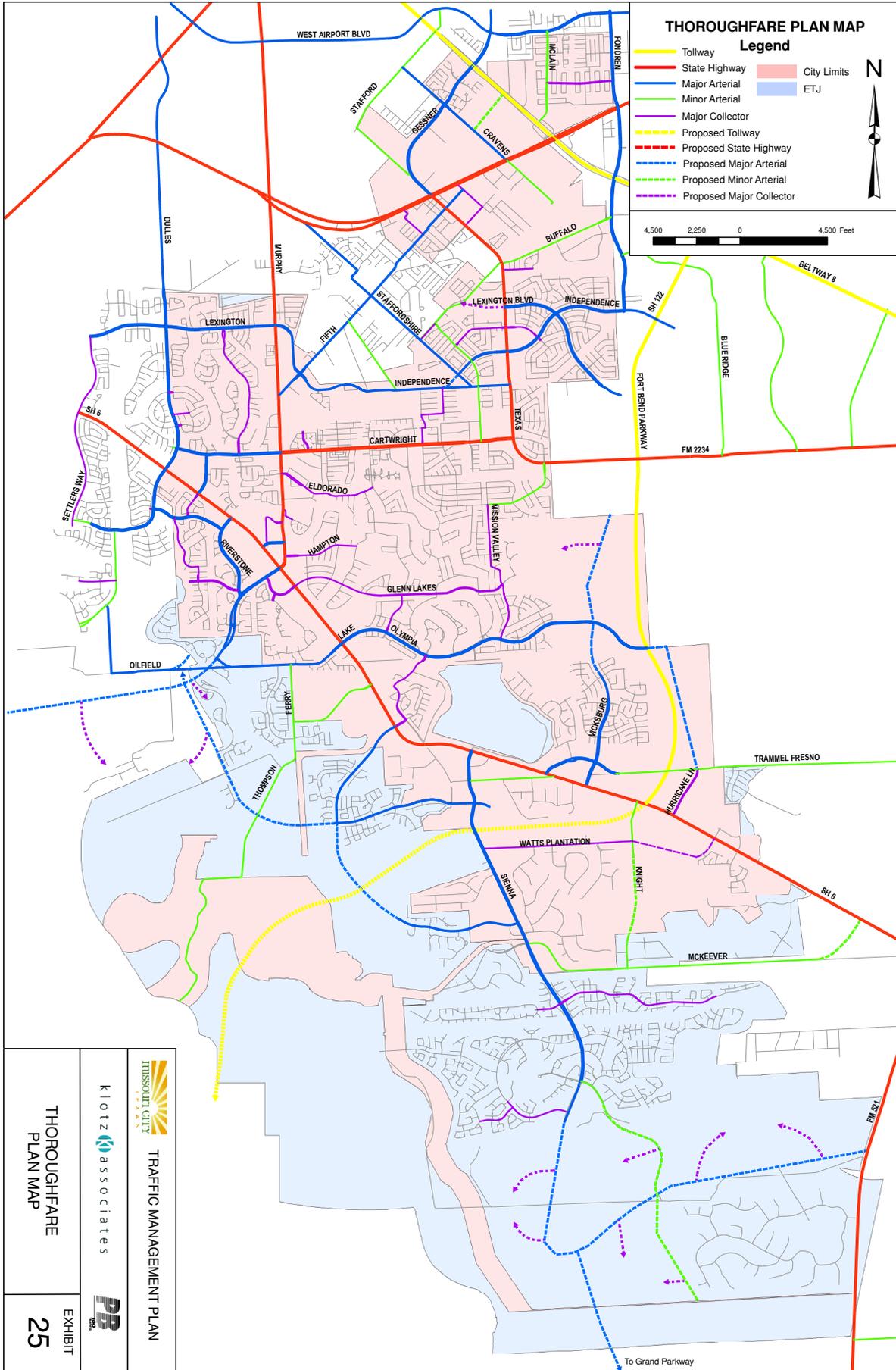
Project Number	Project	Project Limits		Length (miles)	Improvement	Cost Estimate
		From	To			
P1	Murphy Road (FM 1092) Widening	Lexington Boulevard	Cartwright Road	1.3	Widen 4 to 6 lanes	\$10,100,000
P2	Murphy Road (FM 1092) Widening	Cartwright Road	SH 6	1.2	Widen 4 to 6 lanes	\$9,610,000
P3	Murphy Road (FM 1092) Widening	US 90A	Lexington Boulevard	1.3	Widen 4 to 6 lanes	\$10,100,000
P4	Texas Parkway (FM 2234) Widening	Cartwright Road	Fort Bend Parkway	1.4	Widen 2 to 4 lanes	\$11,300,000
P5	McHard Road (FM 2234) Widening	Fort Bend Parkway	FM 521	4.6	Widen 2 to 4 lanes	\$36,700,000
P6	Sienna Parkway Extension	Waters Lake Boulevard	FM 521	4.8	Extend 4 lane roadway	\$14,650,000
P7	Sienna Ranch Road Extension	Sienna Springs	West of Ranch Lane	1.2	Extend 4 lane roadway	\$3,950,000
P8	Sienna Springs Boulevard Extension	Sienna Ranch Road	University Boulevard	2.5	Extend 4 lane roadway	\$8,000,000
P9	University Boulevard Extension	Oil Field Road	US 59	4.6	Extend 4 lane roadway	\$23,000,000
P10	Trammel-Fresno Road Widening	Vicksburg Boulevard	FM 521	4.0	Widen 2 to 4 lanes	\$18,397,000
P11	Waters Lake Boulevard Extension	Existing Terminus	Sienna Parkway	1.6	Extend 4 lane roadway	\$5,550,000
P12	Independence Boulevard Widening and Realignment	Acampo Place	Staffordshire Road	1.4	Widen 2 to 4 lanes	\$6,700,000
P13	FM 521 Widening	Trammel Fresno	Harris County Line	3.0	Widen 2 to 4 lanes	\$21,800,000
P14	Lake Olympia Parkway Widening	Village Brook Drive	Fort Bend Parkway	1.0	Widen 2 to 4 lanes	\$3,660,000
P15	US 90A at Texas Parkway (FM 2234) Interchange	N/A	N/A	N/A	Depress Texas Parkway	\$28,500,000
P16	Vicksburg Boulevard Extension	Aldrige Drive	Lake Olympia Parkway	0.6	Extend 4 lane roadway	\$1,950,000

## TRAFFIC MANAGEMENT PLAN

**TABLE 1.1: SUMMARY OF PROPOSED IMPROVEMENTS - YEAR 2015 (CONTINUED)**

Project Number	Project	Project Limits		Length (miles)	Improvement	Cost Estimate
		From	To			
P17	Texas Parkway (FM 2234) Widening	US 90A	Lexington Boulevard	1.5	Widen 4 to 6 lanes	\$11,350,000
P18	Texas Parkway (FM 2234) Widening	Lexington Boulevard	Cartwright Road	1.3	Widen 4 to 6 lanes	\$9,550,000
P19	SH 6 Widening	US 59	Murphy Road (FM 1092)	4.2	Widen 6 to 8 lanes	\$39,000,000
P20	SH 6 Widening	Murphy Road (FM 1092)	Fort Bend Parkway	4.5	Widen 6 to 8 lanes	\$20,800,000
P21	SH 6 Widening	Fort Bend Parkway	FM 521	3.2	Widen 6 to 8 lanes	\$14,750,000
P22	Major Arterial Construction	Sienna Parkway	Grand Parkway (SH 99)	4.3	Construct 4 lane roadway	\$18,900,000
P23	Knight Road Extension	Watts Plantation	McKeever Road	0.8	Extend 2 lane roadway	\$4,400,000
P24	Watts Plantation Extension	Knight Road	SH 6	0.9	Extend 2 lane roadway	\$4,550,000
P25	McKeever Widening/Realignment	Sienna Parkway	SH 6	3.9	Widen 2 to 4 lanes/ Realignment	\$19,300,000
P26	Fort Bend Parkway Extension	Sienna Parkway	SH 99	-	Construct 4 lane roadway	N/A

# MAP 1.3: THOROUGHFARES MAP (2015)



## MARKET OPPORTUNITY ANALYSIS FOR COMMERCIAL CORRIDORS (2016)

The Market Opportunity Analysis for Commercial Corridors was a study done in conjunction with this plan to inform strategic recommendations related to four major corridors: Texas Parkway, Cartwright Road, FM 1092, and Fort Bend Parkway. The study objective was to help the City understand the near- and long-term potential of the property surrounding these major roadways. The analysis answers crucial questions like: Who is being drawn to Missouri City? What are the strengths and opportunities and how can we capitalize on them? What is the competitive environment and how could the property be positioned in the market for the highest and best use? What is the appropriate mix of land uses? What amenities and services are necessary to support the recommended positioning? Lastly, what critical success factors must be taken into account for successful future development? The study analyzed demographic and market trends across Missouri City and the region to understand the market opportunity in each corridor with regard to the industrial, retail and office markets. As the City continues to build out and expansion opportunities are limited, it became a clear priority from this study that redevelopment and reinvestment opportunities within Missouri City were the City's best path forward toward achieving the goals and vision of this Plan.

CRITERIA	Industrial Vintage (4Q 2015)	Industrial Vacancy (4Q 2015)	Industrial Concentration (4Q 2015)	Retail Concentration (4Q 2015)	Regional Access	Market Opportunity
WEIGHT	Low	Medium	High	Low	High	
Texas Parkway	1980	0%	175,000 SF	994,000	Strong	Medium/High
Cartwright	-	-	-	3,092,000	Weak	Low
Fort Bend Tollway	-	-	-	1,119,000	Weak/Moderate	Low/Medium
FM 1092	1983	2%	88,000 SF	3,501,000	Weak/Moderate	Low/Medium
Southwest Houston	1995	5%	SF	n/a	n/a	
Houston MSA	1995	6%	SF	n/a	n/a	

*The Market Opportunity Analysis for Commercial Corridors was a study conducted in conjunction with this plan, directly influencing the goals and vision established during the planning process, as well as the land use recommendations.*

CRITERIA	Office Space/Household (4Q 2015)	Office Vintage (4Q 2015)	Office Vacancy (4Q 2015)	Household Growth (2015-2020)	Median Household Income (2015)	Retail Concentration (4Q 2015)	Market Opportunity
WEIGHT	Low	Medium	Medium	Medium	High	Low	
Texas Parkway	15	1992	9%	1,100 (9%)	\$65,500	994,000 SF	Low
Cartwright	32	1989	5%	1,000 (7%)	\$77,900	3,092,000 SF	Low
Fort Bend Tollway	3	2008	24%	3,200 (20%)	\$101,000	1,119,000 SF	Medium
FM 1092	23	1991	6%	2,600 (11%)	\$94,100	3,501,000 SF	Medium
Southwest Houston	49	1996	11%	20,000 (11%)	\$78,500	25,837,000 SF	
Houston MSA	101	1996	14%	218,500 (10%)	\$61,000	227,540,000 SF	

CRITERIA	Retail Space/Household (4Q 2015)	Retail Vintage (4Q 2015)	Retail Vacancy (4Q 2015)	Household Growth (2015-2020)	Median Household Income (2015)	Traffic Counts (2015)	Market Opportunity
WEIGHT	High	Low	Medium	High	Medium	Medium	
Texas Parkway	81	1983	11%	1,100 (9%)	\$65,500	19,100 - 31,300	Low/Medium
Cartwright	225	1995	8%	1,000 (7%)	\$77,900	21,600	Low
Fort Bend Tollway	70	2009	4%	3,200 (20%)	\$101,000	29,600	Medium/High
FM 1092	172	1995	6%	2,600 (11%)	\$94,100	22,900 - 34,000	Medium
Southwest Houston	143	1995	6%	20,000 (11%)	\$78,500	n/a	
Houston MSA	153	1995	5%	218,500 (10%)	\$61,000	n/a	

## MUSTANG BAYOU WATER AND WASTEWATER SERVICE AREA BUSINESS PLAN (2015)

One of the primary functions of most municipalities is to ensure public health and safety through the provision of basic utility services, particularly potable water and sanitary sewer. To date, nearly all of the City's growth has been accommodated through special utility districts associated with individual subdivisions and master planned developments.

In 2005, the City created the Mustang Bayou service area to begin providing water and wastewater services to customers and Municipal Utility Districts located in this service area. Much of the City's future growth potential is expected to occur within this area. Due to this projected growth, the City completed a Mustang Bayou Water and Wastewater Service Area Business Plan in 2015 to guide the operations and decision making process of infrastructure needs and service provision within this area. The Business Plan recognizes the City's long-term goal to encourage the regionalization of water and wastewater facilities as a means to promote capital and operational efficiencies, good environmental stewardship, and equitable, broad-based rate structures.



## Parks & Recreation Master Plan Goals

The 2015 Parks & Recreation Plan incorporated the goals established by the 2007 Parks Master Plan.

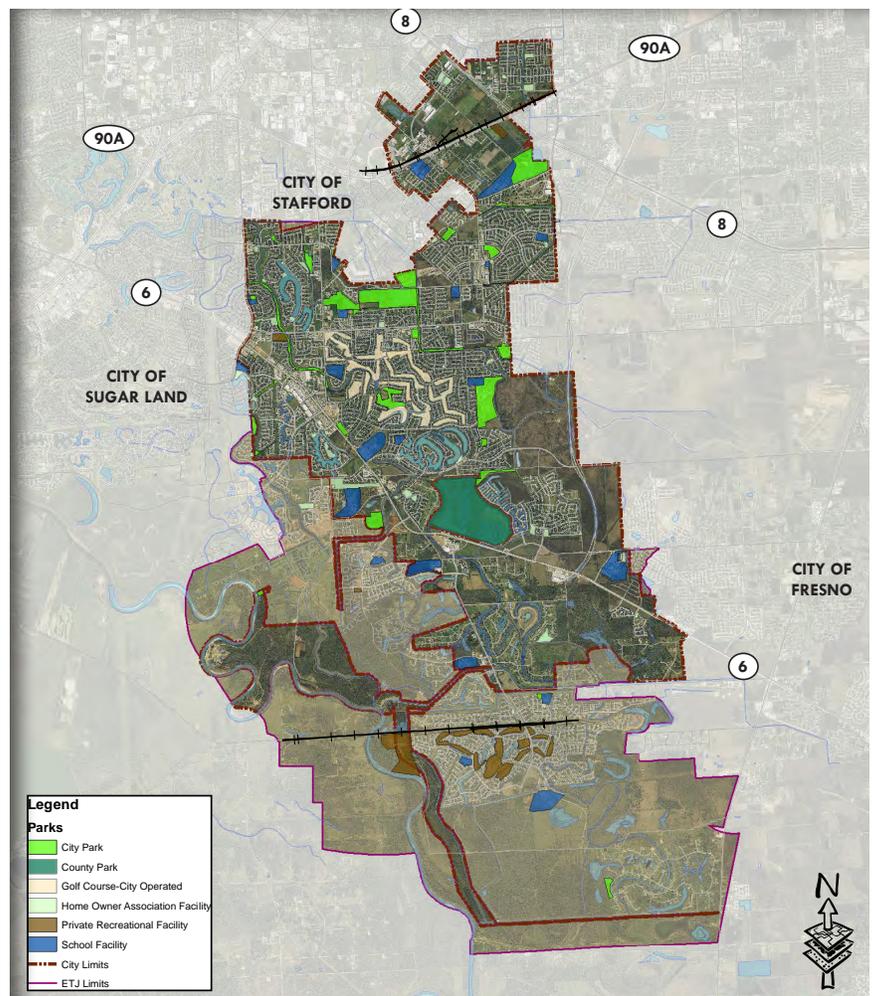
- Goal #1: The Missouri City Parks and Recreation Department will maintain a high quality of life for its citizens by striving to maintain and develop parkland at a rate recognized statewide as a standard of excellence to be emulated.
- Goal #2: The Missouri City Parks and Recreation Department will provide a wide range of recreational programs and classes.
- Goal #3: The Missouri City Parks and Recreation Department will connect by hike and bike trails cultural, recreational and commercial areas.
- Goal #4: The Missouri City Parks and Recreation Department will provide a variety of special events which offer family oriented activities close to home.
- Goal #5: The Missouri City Parks and Recreation Department will enhance the aesthetics throughout the park system.
- Goal #6: The Missouri City Parks and Recreation Department will provide park and leisure facilities for a wide range of passive and active recreation opportunities. The Missouri City Park System will create both passive and active areas with the goal to be 50% passive/50% active within each park zone.

## PARKS AND RECREATION MASTER PLAN (2015)

The Parks and Recreation Master Plan was adopted in 2015 as an update to the 2007 Parks Master Plan. The primary function of the Parks and Recreation Master Plan was (1) to assess the current state of the City's parks, recreation, trails and open space system; (2) to define needs and deficiencies in the system; and (3) to establish goals and priorities for improving the system. The updated Master Plan incorporated the goals and park standards which were developed in the 2007 Plan. Further the updated Plan recognized four issue statements from the 2009 Comprehensive Plan as related to City's parks system and planning.

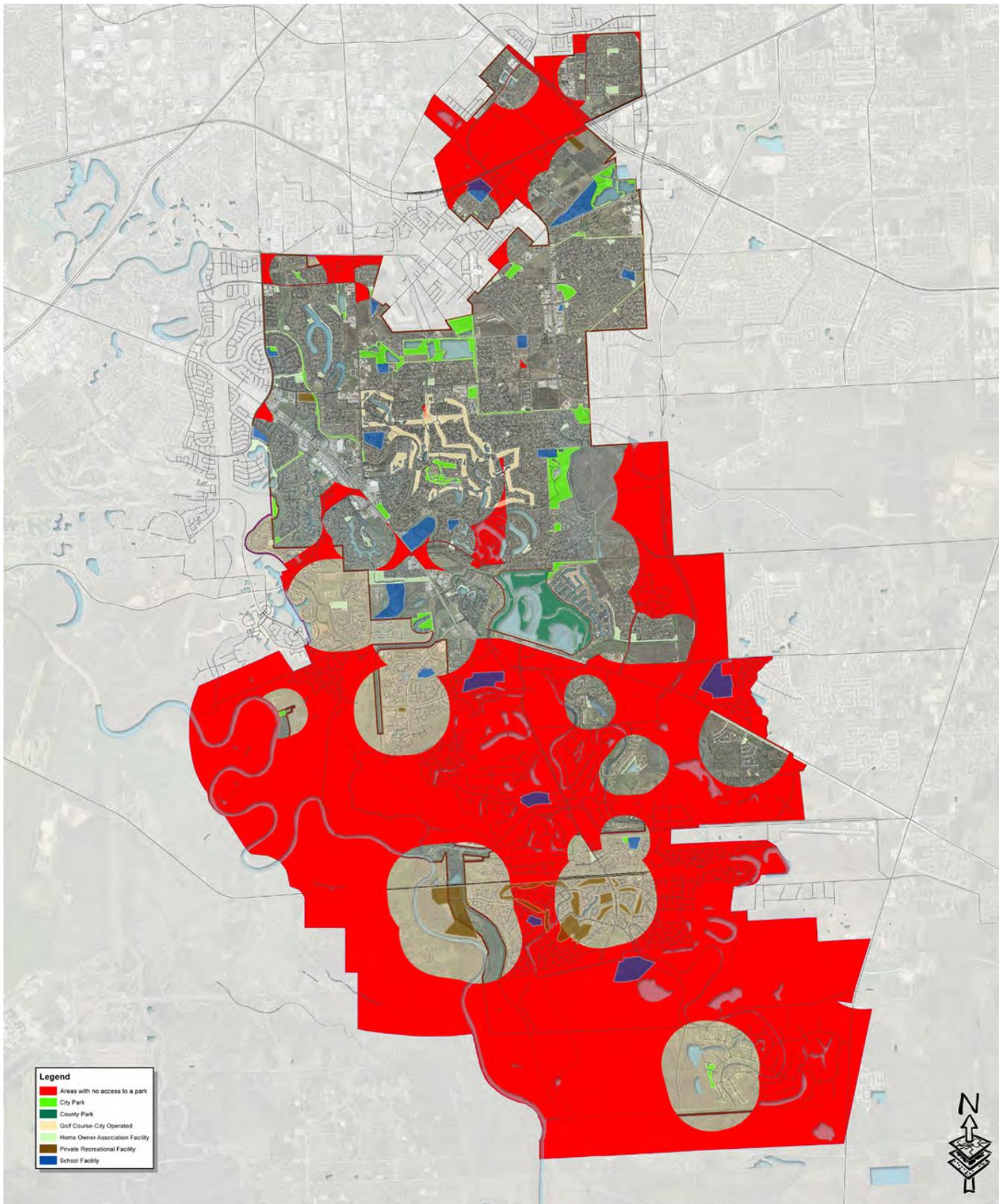
While the continued growth results in increased demand for parks and recreational programming. The City and its residents have made clear its importance to the community. Parks, open space, and recreational facilities are an essential part of a healthy, quality, and sustainable community environment.

### MAP 1.4: EXISTING PARK FACILITIES



Source: Parks and Recreation Master Plan (2015)

### MAP 1.5: AREAS WITH NO PARK ACCESS



Source: Parks and Recreation Master Plan (2015)

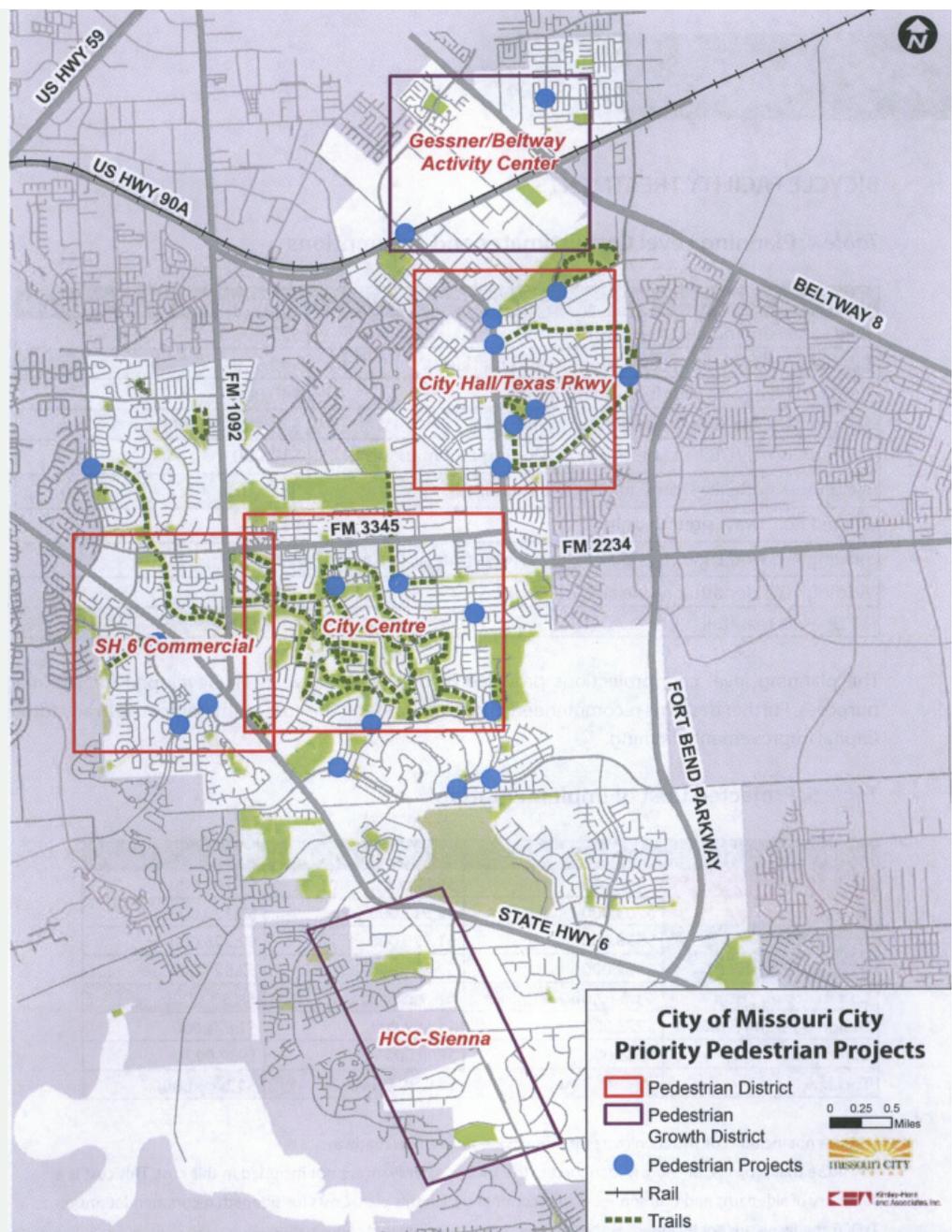
## BICYCLE AND PEDESTRIAN MOBILITY PLAN (2013)

Missouri City's development patterns have been primarily automobile-dependent, but development trends in the Houston metropolitan area and across the nation have seen a growing preference for increased transportation options for both commuting and recreational purposes.

The Bicycle and Pedestrian Mobility Plan, adopted in 2013, identifies improvements needed to establish a well-connected multi-modal transportation network within the City. The Mobility Plan is in part a response to a 2009 Comprehensive Plan issue statement and the implementation of Goal 5.3 identified in that Plan. By providing improved roadway facilities to safely accommodate cyclists and pedestrians along with motorists, the City is providing transportation mode options for all residents—including children, seniors, and persons with disabilities.

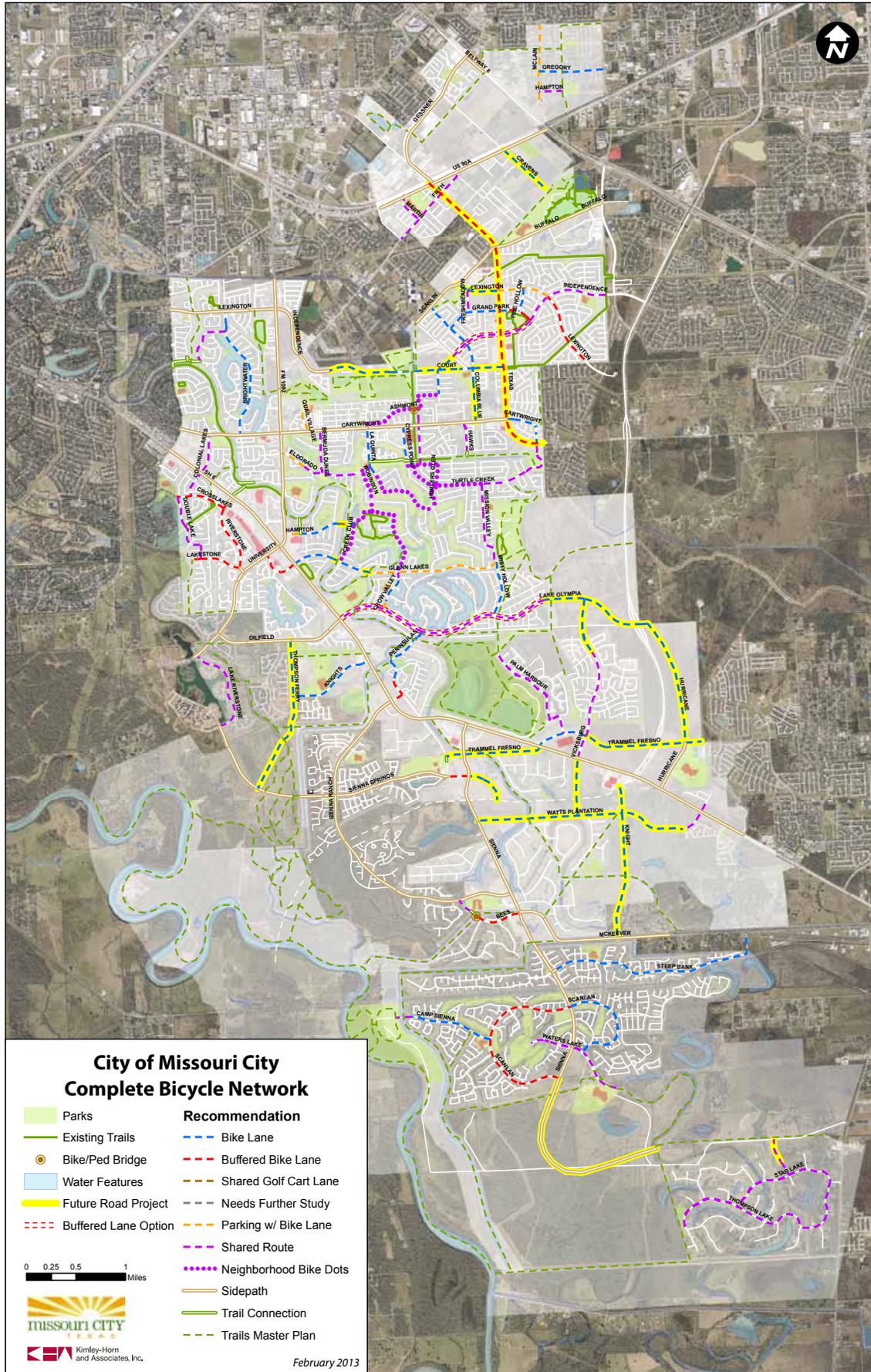
**FIGURE 1.2: PRIORITY PEDESTRIAN PROJECTS**

*Figure 1.2: Priority Pedestrian Projects from the Bicycle and Pedestrian Master Plan (2013) identifies priority pedestrian projects across Missouri City. It is interesting to note that all of the proposed projects are located along Texas Parkway, Cartwright Road, FM 1092, and Fort Bend Parkway—the areas sighted for future development and redevelopment efforts and discussed in further detail in Chapter 3, Commercial Corridors.*



Source: Bicycle and Pedestrian Master Plan (2013)

MAP 1.6: COMPLETE BICYCLE NETWORK (2013)



## 2013 - 2017 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) CONSOLIDATED PLAN (2013)

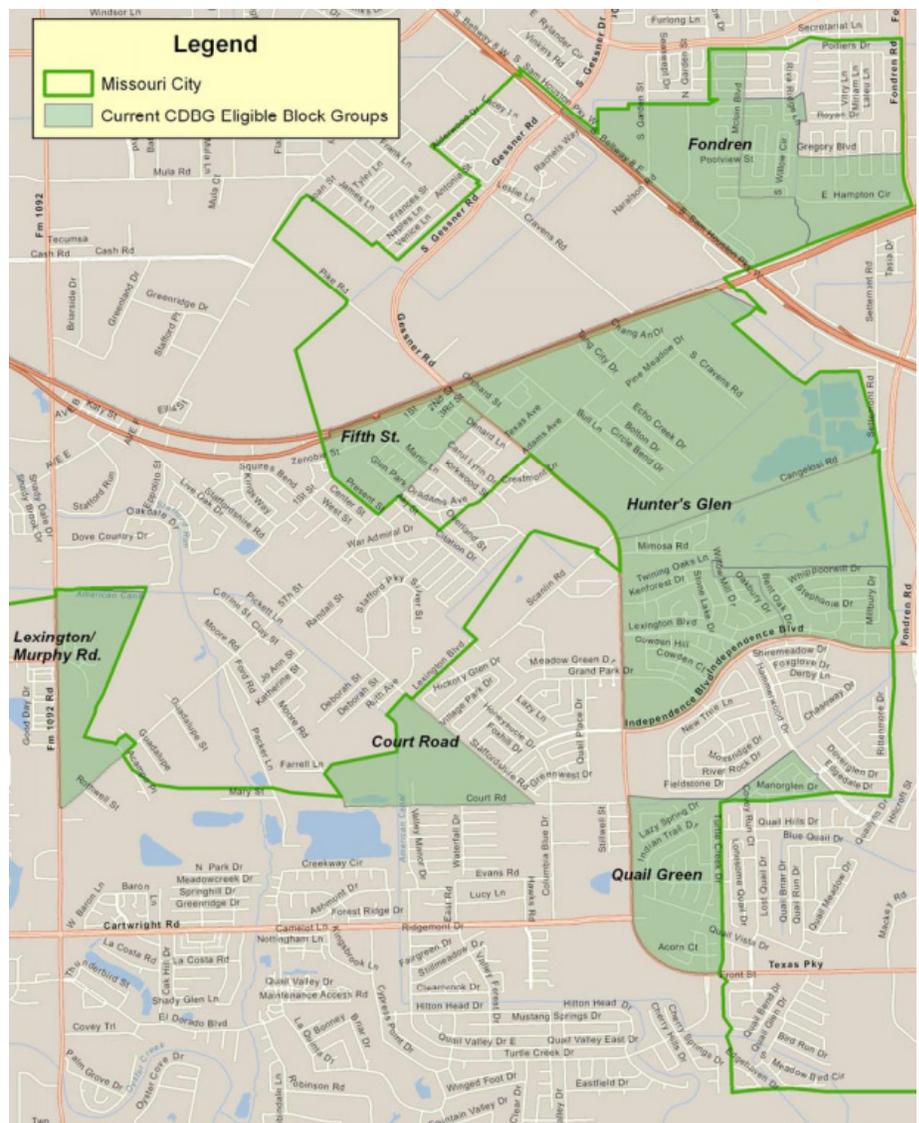
In 1998, the City became an entitlement community making it eligible to receive CDBG funding through the United States' Department of Housing and Urban Development (HUD). The funds, granted through HUD, target programs and/or projects geared toward assisting low and moderate-income persons by providing decent housing, a suitable living environment and expanding economic opportunity. The City uses this funding to assist programs and projects within its jurisdiction that meet HUD's national objectives and criteria.

As part of the condition to receive funding, HUD requires that entitlement communities develop 5-year consolidated plans and 1-year action plans, which detail the community's priorities, objectives, and desired outcomes. A consolidated plan affords a community the ability to assess and identify housing and community development priorities.

Through its 2013-2017 Consolidated Plan, the City established the following five priority areas for CDBG fund distribution:

- Youth and adult education
- Child health and welfare services
- Senior/adult services
- Disabled population services
- Homeless services

**FIGURE 1.3: CDBG ELIGIBLE BLOCK GROUPS**



Source: 2013-2017 CDBG Consolidated Plan (2013)

## **TEXAS PARKWAY AND CARTWRIGHT ROAD CORRIDORS REDEVELOPMENT PLAN (2008)**

Completed in 2008, the Texas Parkway / Cartwright Road Corridors Redevelopment Plan provides an assessment and recommended redevelopment actions to revitalize and improve two of the City's primary corridors. Much of the City's earliest commercial and residential development occurred within proximity to these corridors and as the City matures, existing buildings and infrastructure are showing evidence of age.

The Redevelopment Plan evaluated the development conditions as they existed, provided market trends and identified both the constraints and opportunities for each corridor.

The specified goals of the Redevelopment Plan included:

- Attract new businesses and enhance existing businesses;
- Enhance property value and generate higher tax revenue;
- Foster a sense of community;
- Improve the visual appearance and eliminate blight;
- Make the corridors a signature image for the City

## **FIFTH STREET NEIGHBORHOOD PLAN AND MARKET STUDY (2014)**

In 2014 Fort Bend County commissioned a neighborhood plan and market study of the Fifth Street corridor. The study focused primarily on the unincorporated areas along the corridor however the recommendations provided by the study impact areas within the City's limits. The Fifth Street corridor is home to a number of historical and cultural assets which are located within the City and that are identified in the study, including Heaven on Earth, a state historic landmark built in 1898, that has since been restored into a premier wedding and event center; Holy Family Church, a house of worship that has been on the corridor for over 100 years.

After review of the area's demographics and market profiles and a community engagement processes that included surveys, the study provided findings and suggestions for improving the quality of life of current and future residents in the Fifth Street area and summarized below:

- Rebrand Fifth Street;
- Engage both youth and elderly in the corridor through the provision of jobs, after school activities, community centers and green space;
- Provide opportunities for new "green" businesses and fulfill the demands for new housing types;
- Local governments should play a role in more transparent and coordinated delivery of social services to empower residents and equalize access to resources;
- Raise awareness and develop strategic economic development goals around expanding access to fair, quality housing;
- Develop incentive packages that are not only targeted to large developers and corporations, but small and micro-businesses;
- Explore land reassembly, community land trusts, and alternative methods of making land available for development;
- Address connectivity issues that disconnect Fifth Street from major thoroughfares and shared economic interests;
- Prioritize job training and education.



# CHAPTER TWO

*Community Snapshot*



## COMMUNITY SNAPSHOT

A Comprehensive Plan is concerned with the future of a community. Specifically, this Plan considers the next 10 to 20 years. Engaging in a comprehensive planning process allows the City to have more control over its future, and the opportunities and challenges it will face. Comprehensive Planning enables the City to proactively manage future growth, development and redevelopment, by taking into consideration community-wide issues and goals. Before the recommendations of this Plan were developed, a foundation of information was analyzed including community preferences as identified through public input and engagement processes; a review of demographic and socioeconomic trends; and a market opportunity analysis prepared for four of the City's major commercial corridors.

The following pages summarize this information and provide an update to the 2009 Comprehensive Plan data.





# 386 RESPONSES

[WWW.SHOWMECITY.COM](http://WWW.SHOWMECITY.COM)

*The Comprehensive Plan Online Survey generated thoughtful responses with important information about the community that was integrated into the findings and recommendations of this plan.*

## COMMUNITY SURVEY HIGHLIGHTS

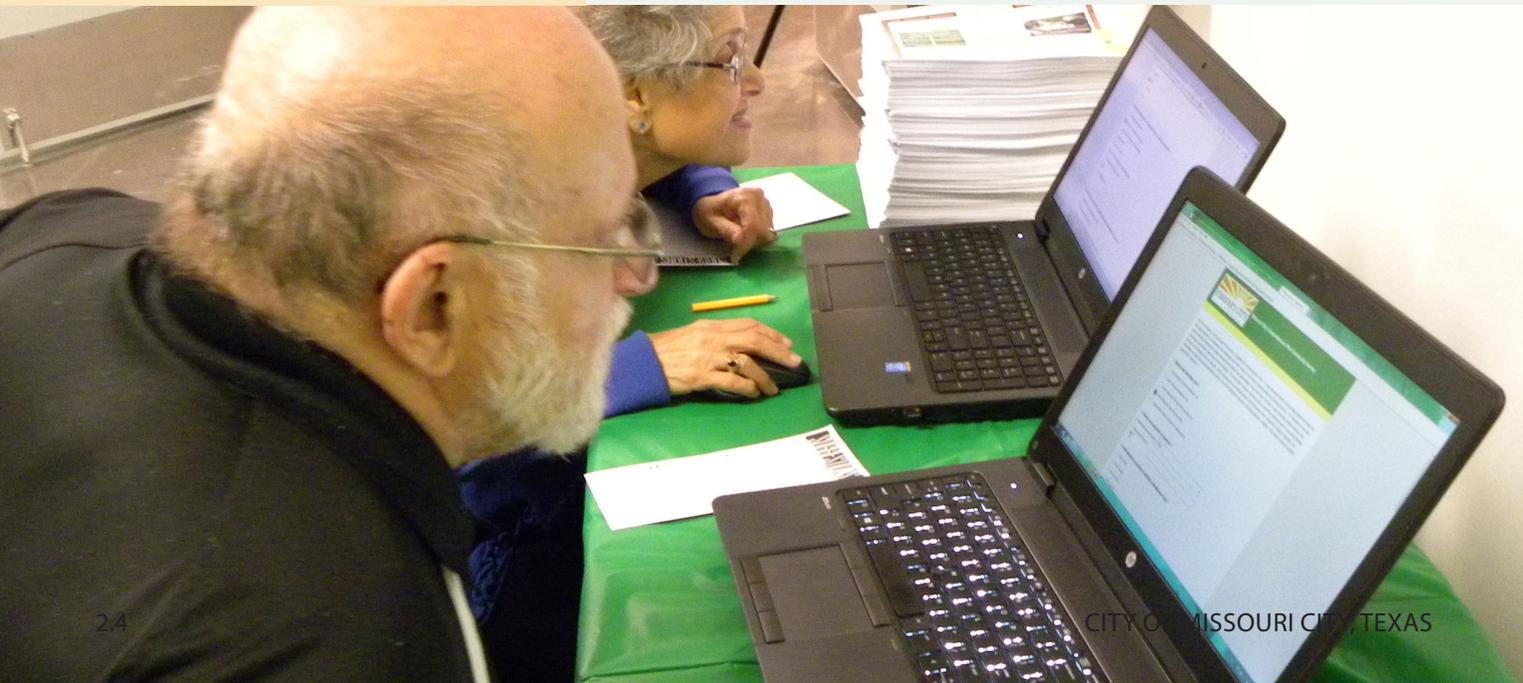
Two surveys were administered during the plan update process. The Comprehensive Plan Survey was generated with the assistance of the Consultant Team and the 2016 Community Survey was generated through the ETC Institute. The surveys were administered by mail, phone, online and at public meetings. The following summarizes the findings of both surveys as it relates to the City's future growth and development.

Almost 1,000 persons responded to the survey's collectively; 386 respondents to the Comprehensive Plan Survey and 566 respondents to the 2016 Community survey, respectively.

The majority of respondents to the Comprehensive Plan Survey have lived in the community for more than 20 years. About 22 percent of all of this survey's respondents either work or conduct business within the City; while more than a quarter (27.5 percent) are retired. Overall, the range of responses varied little despite variation found in length of residency, age, and employment status.

Some of the Comprehensive Plan Survey questions included:

1. What would you consider the greatest single issue facing Missouri City today?
2. What makes Missouri City attractive and distinguishable from surrounding communities?
3. What is your #1 desire for Missouri City?
4. What would you consider to be Missouri City's greatest opportunity?
5. What types of jobs and businesses are most important so Missouri City's economy is sound and successful?



**48.4%**

live in Missouri City, but work in another city

**16.8%**

live and work in Missouri City

**2.1%**

live and go to school in Missouri City

**5.3%**

only work or conduct business in Missouri City

**27.5%**

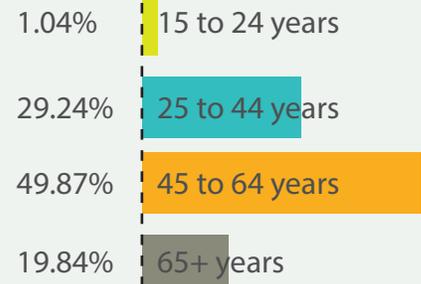
live in Missouri City and are retired



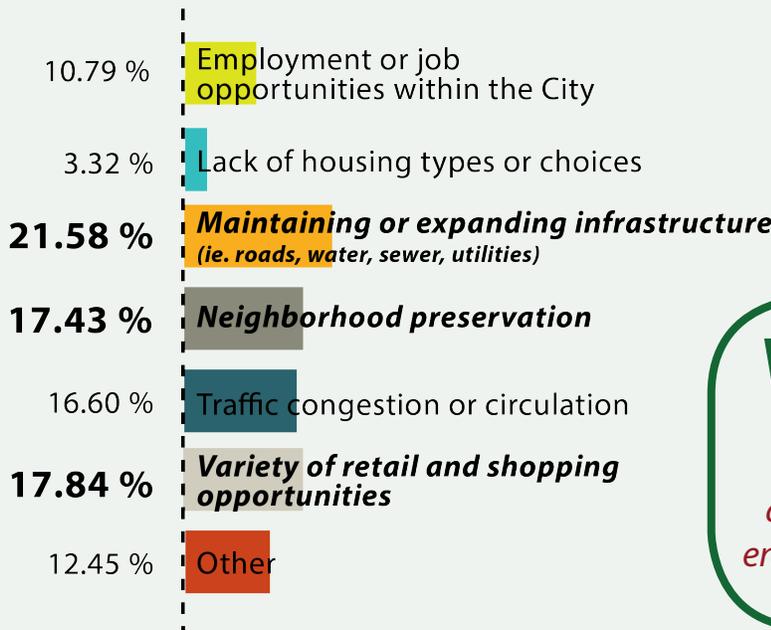
How long have you lived or worked in Missouri City?



How old are you?



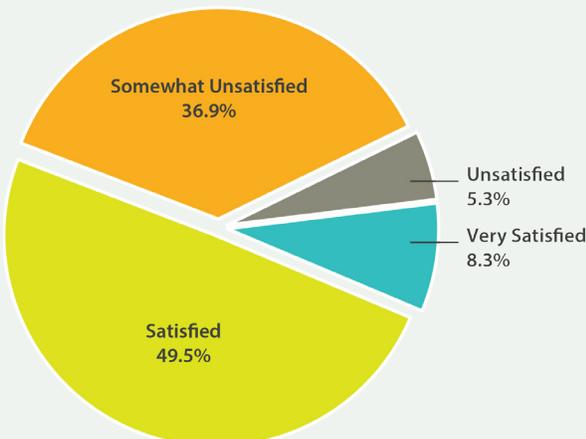
What would you consider the greatest single issue facing Missouri City today?



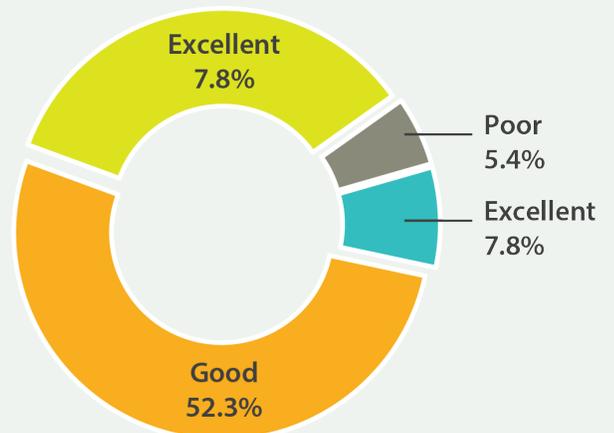
**What is your #1 desire for Missouri City?**

*a greater variety of retail, shopping, entertainment and restaurant options.*

Overall, how satisfied are you with the current state of Missouri City?



How would you rate Missouri City in terms of general appearance and aesthetics?



The 2016 Community Survey found that residents generally have a positive perception of the City. Nearly 90 percent of respondents rated the City as an excellent or good place to live. Approximately 82 percent rated the City as an excellent or good place to raise children.

The 2016 Community Survey also identified what residents view as the top community priorities. The **highest priority** areas include:

- Maintenance of city streets, sidewalks, and infrastructure
- Flow of traffic and congestion management
- Visibility of police in neighborhoods
- Senior citizen programs
- Enforcement of local codes and ordinance

The prevailing messages from both surveys is that the City is moving in the right direction and residents are satisfied with many of the policy decisions and services that are provided.

*What types of businesses and jobs are most important so that Missouri City's economy is sound and successful?*

-  **Professional**
-  **Retail/Restaurants**
-  **Healthcare**
-  **Hospitality**
-  **Industrial/Technology**

*In order to encourage development*

**52.2  
PERCENT**

*said that they would support the creation of incentive packages for developers including, but not limited to, tax abatement or reimbursement for certain improvements made.*

**TOP 3 ASSETS:**



*Proximity to major metropolitan areas (i.e. it can take 20 minutes or less to get to downtown Houston)*



*Educational opportunities and the reputation of local schools*



*Diversity (i.e. culture, ethnicity, income, age)*

*How important or unimportant are the following to you in terms of Missouri City's quality of life?*

ITEMS	VERY IMPORTANT
Appearance of the City	✓
An effective roadway network	✓
Employment opportunities	✓
Enhancing the City's identity	✓
Mixed use development (Places where people can shop, live, and work in one place)	✓
Parks and trail system	✓
Safe and easy to walk	✓



COMMUNITY SYMPOSIUM

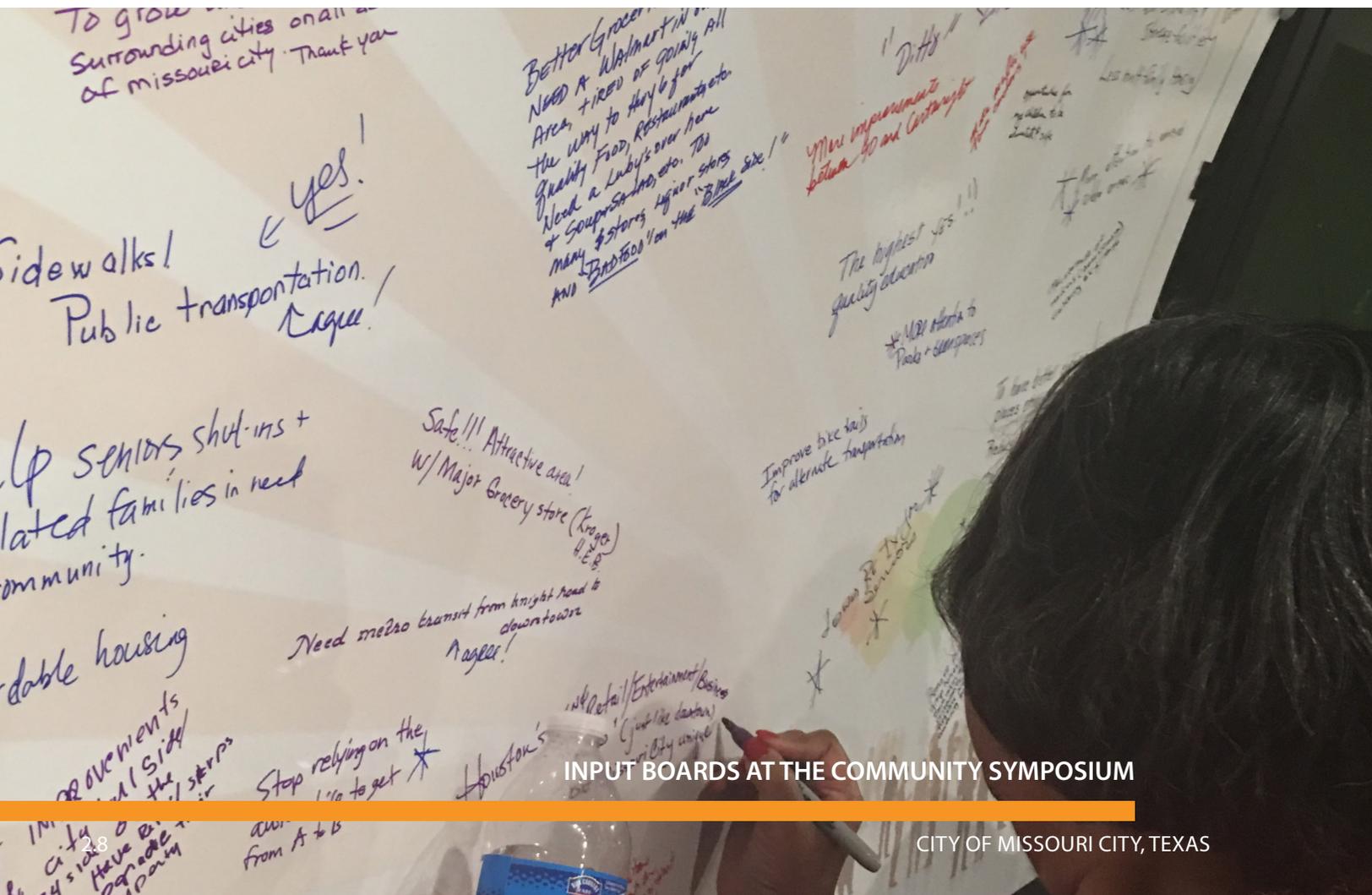
## DEMOGRAPHIC AND SOCIOECONOMIC TRENDS

The projections included in this Plan are based upon data collected from the City's Development Services Department, the United States Census Bureau (Census 2000, Census 2010, 2011 -2015 American Community Survey), ESRI Business Analyst, RCLCO, the Houston-Galveston Area Council (H-GAC), the Texas Water Development Board (TWDB), and the Texas State Data Center. A Compound Annual Growth Rate (CAGR) of 1.0 and 1.5 percent were applied to provide for comparison between certain data. The TWDB projections are typically higher than most to avoid underestimating future water supply needs. The projections provided by the City and H-GAC are more localized and are a closer reflection of anticipated future growth.

## POPULATION

Scenarios considering the City's population growth have been projected through the year 2040. These projections are based on anticipated growth within the Houston area, past City growth rates and anticipated future development within the city limits and ETJ. Population growth places increased demands on infrastructure and services, including: housing and affordability, efficiency in the provision of public utilities, transportation, adequate public safety, schools, and recreation. Planning for growth seeks to anticipate these impacts while considering the City's fiscal outlook.

The City's 2015 population estimate of 71,482 within the incorporated city limits is an approximate 26 percent increase over the Census 2000 recorded population; and a six percent increase from the 2010 Census count. It is projected that this population growth will continue, increasing the population within the city limits by more than 22 percent by 2040. The City's ETJ is estimated to have a population of approximately 26,481 in 2015; with growth expected to continue to 99,314 by 2030. The Riverstone community in the City's ETJ is nearing completion, and new construction has commenced within an area known as Sienna South. It is projected that the total planning area will yield between 117,802 and 142,295 persons by 2040.



INPUT BOARDS AT THE COMMUNITY SYMPOSIUM

**TABLE 2.1: MISSOURI CITY & ETJ POPULATION ESTIMATES & GROWTH PROJECTIONS  
2015 - 2040**

(Estimated Number of Persons at End of Calendar Year)

YEAR	CITY LIMITS (1% CAGR)	ETJ (1% CAGR)	TOTAL PLANNING AREA (1% CAGR)	CITY LIMITS (1.5% CAGR)	ETJ (1.5% CAGR)	TOTAL PLANNING AREA (1.5% CAGR)
2015	71,482	26,481	97,963			
2016	71,812	28,330	100,142			
2017	72,141	30,178	102,319			
2018	72,470	32,026	104,496			
2019	72,799	33,115	105,914			
2020	73,113	34,203	107,316			
2021	77,998	30,674	108,672			
2022	78,174	31,762	109,936			
2023	78,486	32,850	111,336			
2024	78,195	33,938	112,133			
2030	83,006	36,026	119,031	85,502	37,109	122,611
2040	91,690	39,795	131,485	99,228	43,067	142,295

[2015 - 2024 Projections  
were provided by the  
Development Services Department]

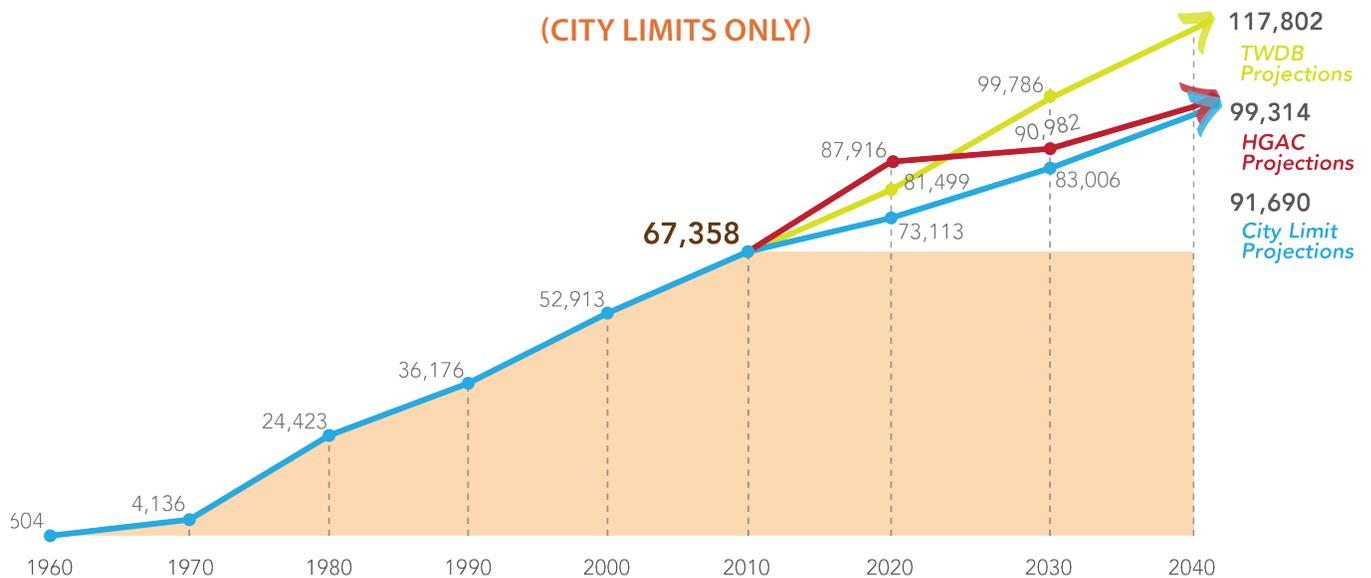
(1) Population Estimates and projections based on estimated and projected cumulative housing completions, and Missouri City's occupancy rate (99%), and average household size (2.97 persons) as estimated by the 2009-2013 US Census American Community Survey.

(2) Housing completion estimates and projections based on historical trends.

(3) Assumptions: ETJ Projections only include those areas with an existing DA/SPA. Estimated date of annexation not shown.

Source: Development Services Department - Planning Division, City of Missouri City, Texas. January 2015.

**FIGURE 2.1: HISTORICAL POPULATION & GROWTH PROJECTIONS  
(CITY LIMITS ONLY)**



Source: Texas Water Development Board (TWDB) 2016 Regional Water Plan; Texas State Data Center Population Estimates for H-GAC Region Cities (May 2015); U.S. Census 2010; 2009 Comprehensive Plan

## AGE AND HOUSEHOLDS

The City's age distribution and household size continues to reflect its identity as a community of families, however the trends also found that older adults are making decisions to move to the City or to remain in the community as they age.

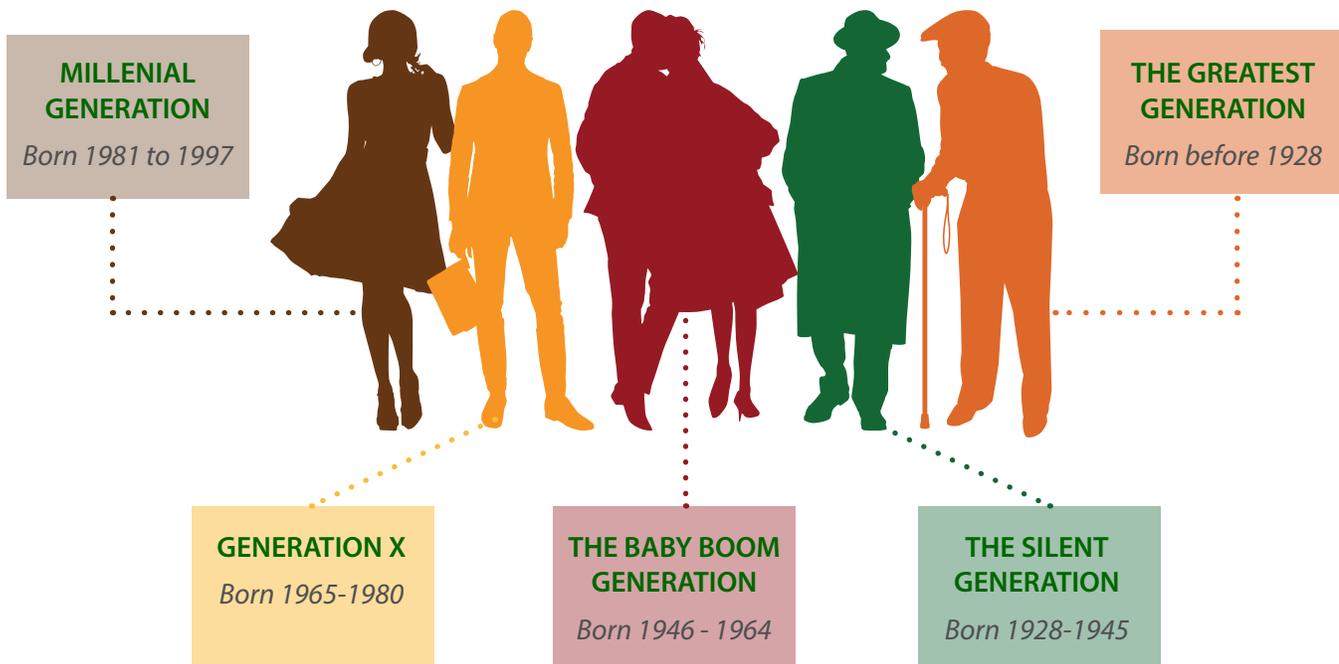
The 2009 Comprehensive Plan found sizable populations within two age cohorts; children under the age of 20 years, which includes the Millennial Generation and adults between the ages of 35 and 50 years, which largely consisted of the Baby Boom Generation. At the time, these two age groups, combined, accounted for over 66 percent of the City's total population. By 2015, these two age groups— now comprised of a yet-to-be-determined generation and Generation X— make up approximately 47 percent, or less than half of the total population. During the same period, the age cohort 65 years to 74 years, comprised today of the Silent Generation and the Baby Boom Generation, increased by more than 120 percent. This growth in the older population within the City is also reflected in an increase in the median age from 35.5 years, as captured by the 2009 Plan, to 38.9 years in 2015, respectively. Refer to Figure 2.2, Generational Breakdown, to see the respective generations identified across age cohorts.

Older populations are found throughout the City however, in areas surrounding certain major roadway corridors, Texas Parkway; Cartwright Road; FM 1092; Lake Olympia Parkway; and State Highway 6, concentrations of the population aged 65 years and older can be found more prominently. The older population may be characterized as consisting of individuals that are more likely to be empty-nesters and retirees. As seen in Figure 2.3, Households by Age, nearly 49 percent of the households in Missouri City are between 45 and 64 years of age.

The average household size has declined in the years following the 2009 Comprehensive Plan from 3.09 persons to an estimated 2.95 in 2015 and the share of total households consisting of families has also declined slightly from 85.8 percent to 81.2 percent by the 2010 Census. Nearly 16 percent of all householders were found to live alone, of which approximately four percent are aged 65 years or older.

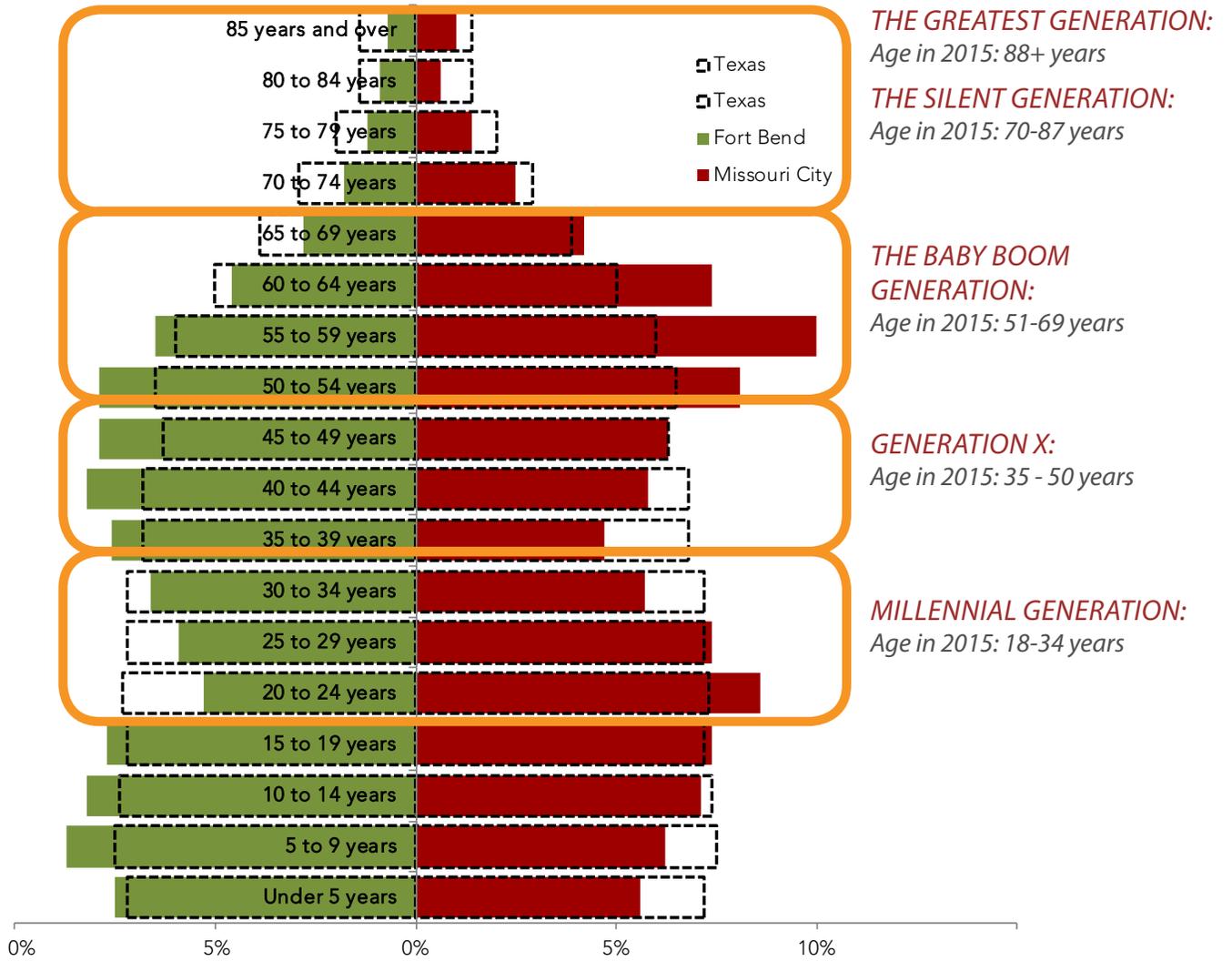
*"By 2029, when all of the baby boomers will be 65 years and over, more than 20 percent of the total U.S. population will be over the age of 65."*

Source: *The Baby Boom Cohort in the United States: 2012 to 2060.*  
[www.census.gov/prod/2014pubs/p25-1141.pdf](http://www.census.gov/prod/2014pubs/p25-1141.pdf) (May 2014).



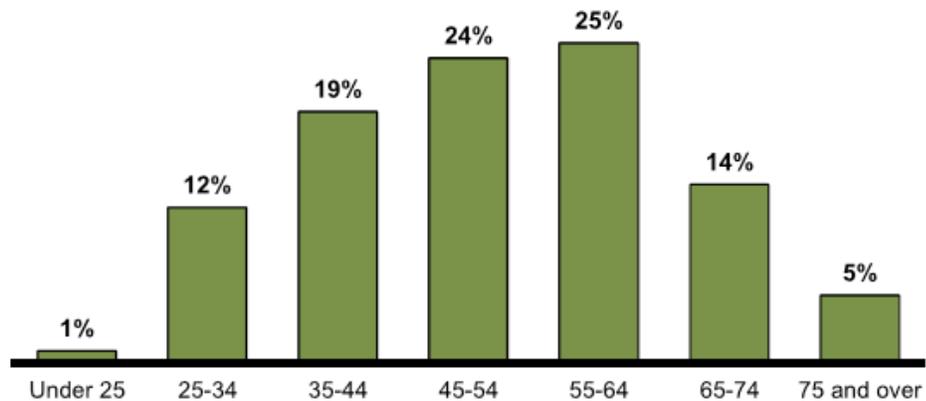
Source: Pew Research Center. [www.pewresearch.org](http://www.pewresearch.org)

**FIGURE 2.2: GENERATIONAL BREAKDOWN**

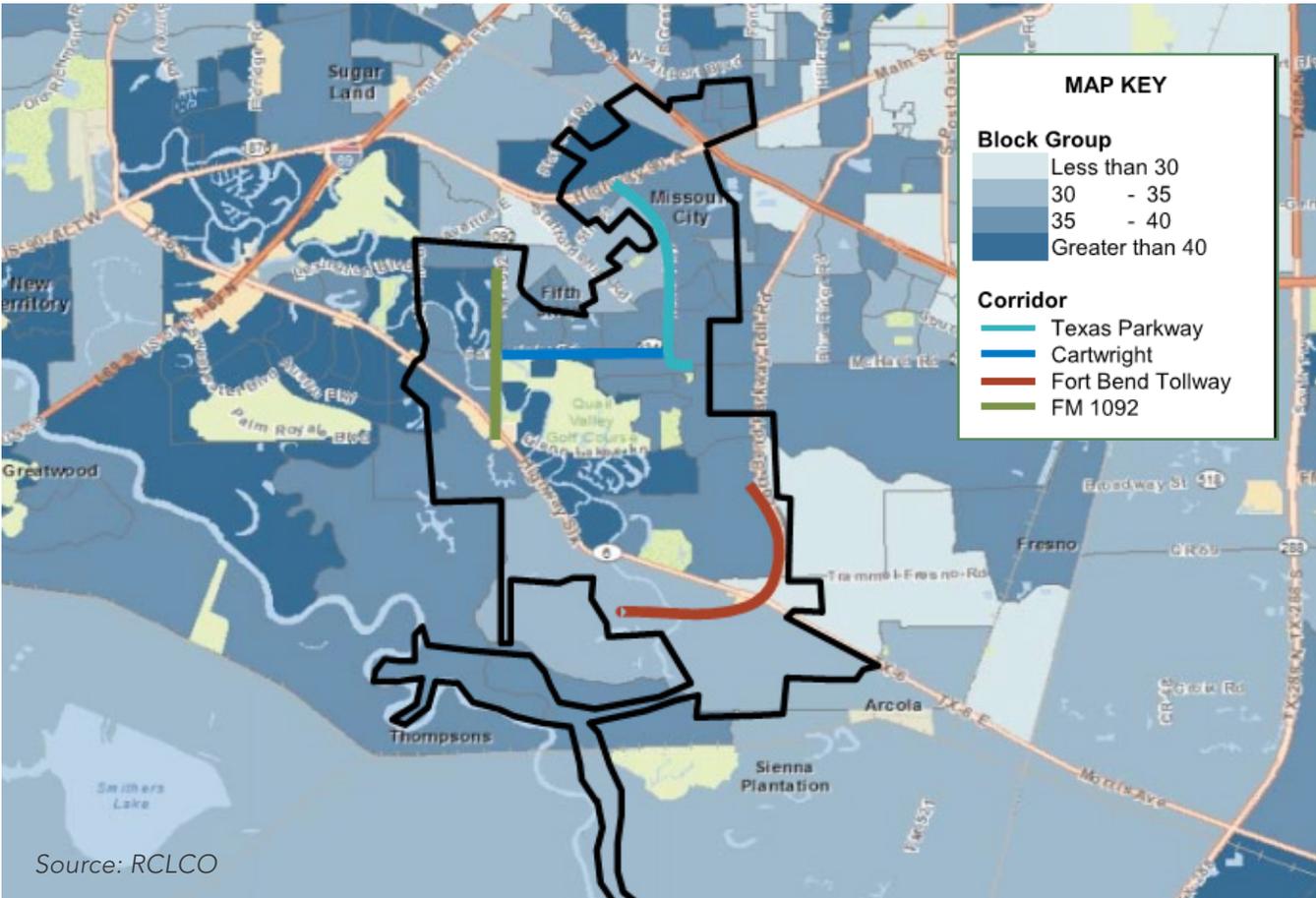


Source: US Census Bureau 2014 ACS 1-year Estimates

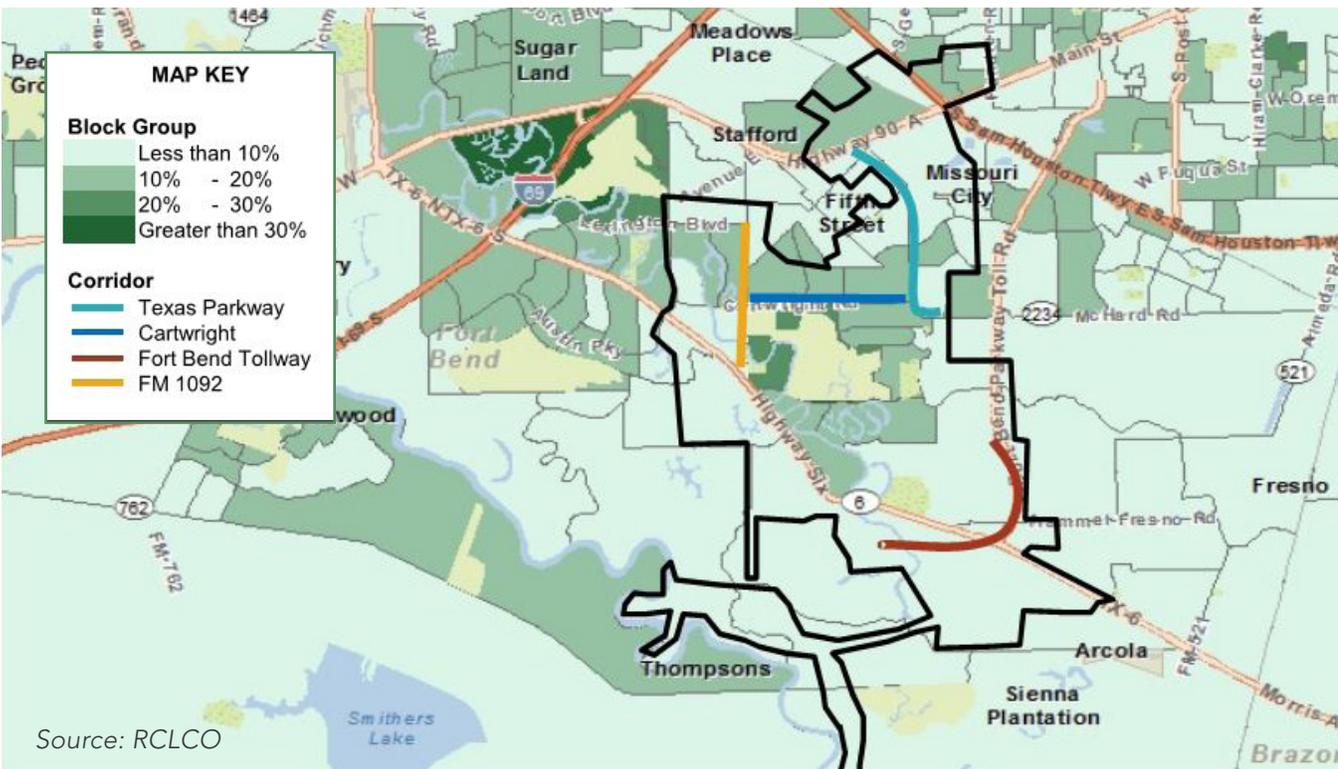
**FIGURE 2.3: HOUSEHOLDS BY AGE**



Source: RCLCO



**MAP 2.1: MEDIAN AGE BY U.S. CENSUS BLOCK GROUP  
SOUTHWEST HOUSTON, TEXAS 2014**



**MAP 2.2: 65+ POPULATION AS PERCENTAGE TO TOTAL POPULATION  
SOUTHWEST HOUSTON, TEXAS 2014**

## RACE AND ETHNICITY

A recent report of the Kinder Institute for Urban Research & the Hobby Center for the Study of Texas found that “as of 2010, [the] Houston metropolitan area is the most racially/ethnically diverse large metropolitan areas in the nation...” This same report found that Missouri City is one of two of the area’s most racially/ethnically diverse cities.

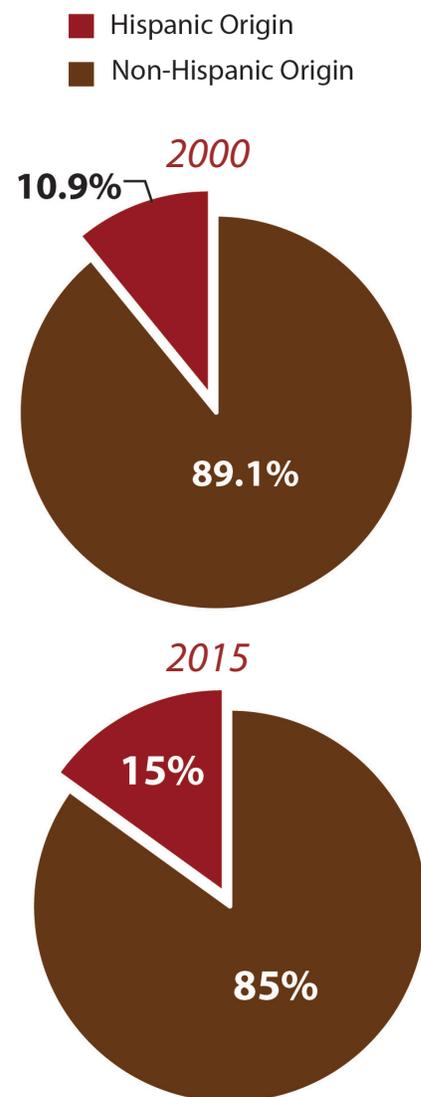
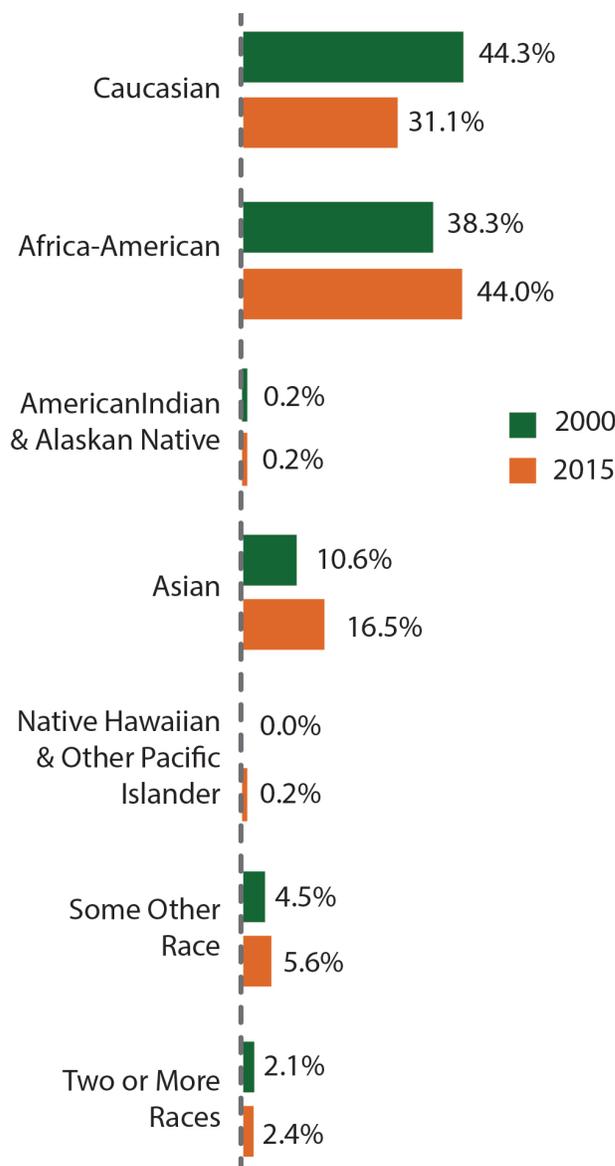
Since the 2009 Comprehensive Plan, the racial/ethnic composition of the City continues to become more diverse. Between Census 2000 and Census 2010, increases were found in the Black or African American population (8 percent); the Asian population (45 percent); and the Hispanic - all races population (36 percent). By 2015, these growth trends are estimated to have continued slightly with approximately 44 percent of the population identifying their race as Black or African American; 16 percent identifying as Asian; and 15 percent identifying their ethnicity as Hispanic.



**Today, Fort Bend County has one of the most even distributions among the four major ethnic communities that can be found anywhere in the country, at 20% Asian and others, 24% Hispanic, 21% Africa-American, and 35% Anglo.”**

*Source: Kinder Houston Area Survey 2016*

**FIGURE 2.4: MISSOURI CITY RACE AND ETHNICITY, 2000-2015**



*Source: 2011-2015 ACS 5-year Estimates*

## Dr. Stephen Klineberg and the Confluence of Ethnicity/Race, Education and Income

Dr. Stephen Klineberg, Rice University, Sociology Department was the keynote speaker at the February 2016 Community Symposium held during the Comprehensive Plan update process.

Dr. Klineberg is most well-known for the annual “Kinder Institute Houston Area Survey,” which he and his students have produced since 1982. The survey tracks the changes in the demographic patterns, economic outlooks, experiences, and beliefs of residents in the Houston metropolitan area. The research gained through this survey has been used by many organizations, businesses and governmental entities and is the only long-term focus of a major metropolitan region in the entire county.

For the past several years, the survey has reported on the area’s dramatic economic and demographic transformations. The report documented that “as of 2010, [the] Houston metropolitan area is the most racially/ethnically diverse large metropolitan areas in the nation...” This same report found that Missouri City is one of two of the area’s most racially/ethnically diverse cities. By year 2050, the report estimates, the United States’ population will look very much like the Houston area’s population does today.

Dr. Klineberg has described these transformations as an opportunity for the area to build and model a truly successful multi-ethnic city. A major component of that, Dr. Klineberg argues, is the degree to which the population, particularly the area’s youth are being prepared to succeed in the high-technology knowledge based economy of the future. Data collected by the Kinder Institute makes clear a divide in the educational attainment of the area’s youth along the lines of race and ethnicity. As numerous studies have shown a direct correlation between education and income, Dr. Klineberg encourages the Houston area and Missouri City in particular, to take proactive steps today to maintain and build upon the workforce needed tomorrow.

Source: Dr. Klineberg, Missouri City Community Symposium (2016); [https://issuu.com/kinderinstitute/docs/shear\\_education\\_report/1?ff=true&e=9291679/5585412](https://issuu.com/kinderinstitute/docs/shear_education_report/1?ff=true&e=9291679/5585412)



# 35.2 PERCENT

*of survey respondents identified*  
**DIVERSITY**  
*(i.e. culture, ethnicity, income, age)  
as the primary characteristic that  
distinguishes Missouri City from  
surrounding communities!*

### 2012 Kinder Houston Education Survey - Key Proposals:

- *Preschool for all. Research has shown that investment in early childhood education reaches children at a critical point in the development of the achievement gap and results in long-term gains.*
- *Expanding time on task. Evidence suggests that more instructional time can indeed create positive changes in student achievement.*

Source: The 2012 Houston Education Survey: Public Perceptions in a critical time. Kinder Institute for Urban Research, Rice University.



**DR. KLINEBERG PRESENTING AT THE COMMUNITY SYMPOSIUM**

## HOUSEHOLD INCOME

Missouri City remains a community consisting of a high proportion of affluent households. The growing population of older residents however may identify a shift in household spending power that can ultimately influence the City's future land use policy and goals.

**TABLE 2.2: HOUSEHOLDS BY AGE AND INCOME, MISSOURI CITY 2015**

<b>INCOME BRACKET</b>	<b>TOTAL POP.</b>	<b>TOTAL PERCENT (% OF POP.)</b>	<b>PERCENT PROFESSIONALS</b> <i>(Under 25 - 44 Years)</i>	<b>PERCENT EMPTY NESTERS</b> <i>(45 - 64 Years)</i>	<b>PERCENT RETIREES</b> <i>(65 and over)</i>
Less than \$25,000	2,140	9.0	27.8	42.8	29.4
\$25,000 - \$34,999	1,242	5.0	28.5	40.7	30.7
\$35,000 - \$49,999	2,262	9.0	31.6	41.2	27.1
\$50,000 - \$74,999	4,247	18.0	36.2	40.9	22.9
\$75,000 - \$99,999	3,799	16.0	37.4	45.6	17.1
\$100,000 - \$149,999	5,129	21.0	32.2	54.2	13.5
\$150,000 - \$199,999	2,645	11.0	32.9	56.2	10.9
\$200,000 and above	2,606	11.0	25.6	60.4	14.0
<b>Total</b>	<b>24,070</b>	<b>100.0</b>	<b>32.3</b>	<b>48.5</b>	<b>19.1</b>

Source: RCLCO

The median household income in the City increased by approximately 20 percent, from \$72,434 as captured in the 2009 Comprehensive Plan to \$87,955 from the 2015 U.S. Census estimate. Nearly 59 percent of Missouri City households are earning more than \$75,000 a year, while 15 percent of all households earned less than \$35,000.

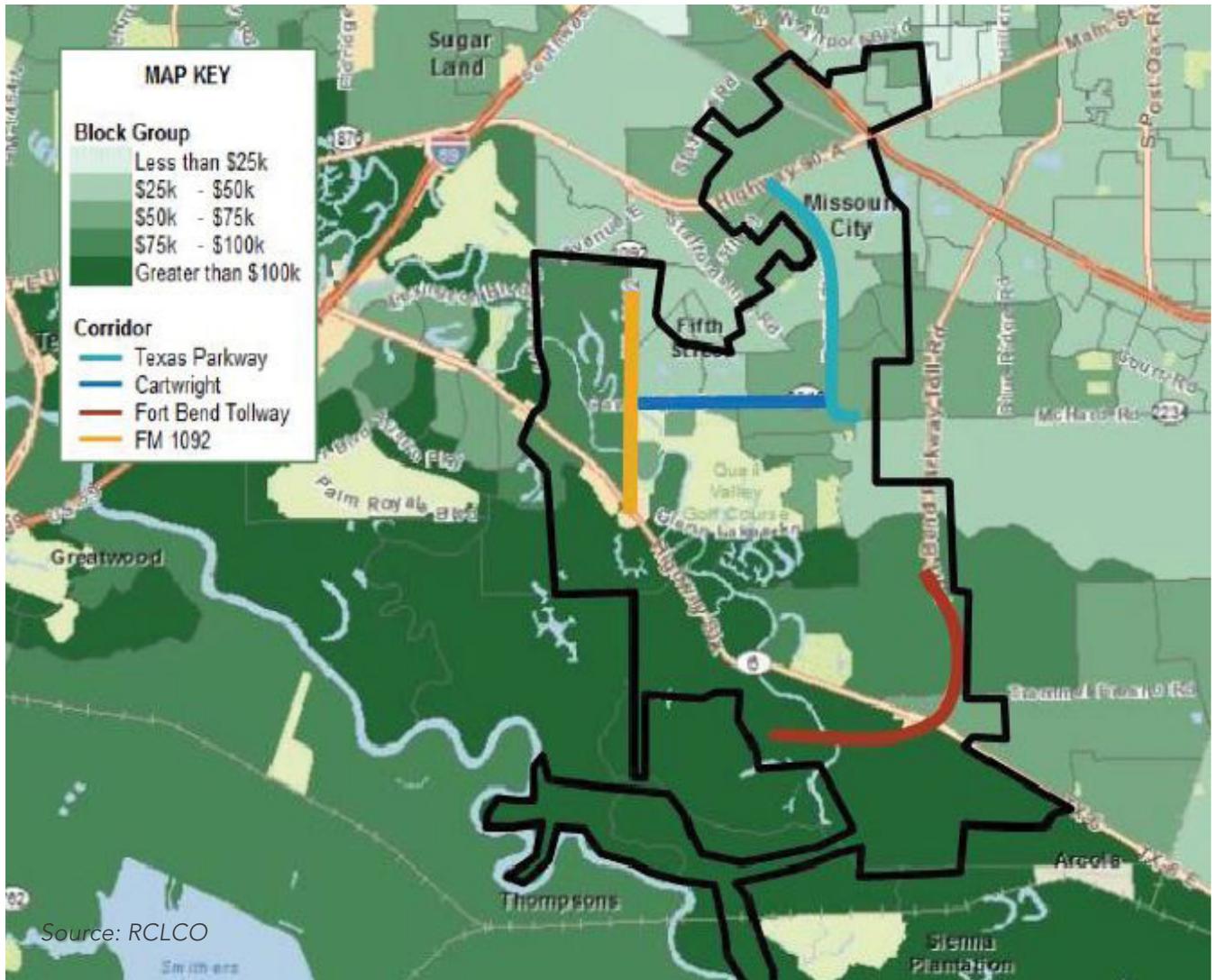
When accounting for age, data obtained from ESRI Business Analyst and analyzed by RCLCO found that empty nesters (aged 45-64 years) and retirees (aged 65 and over) made up approximately 68 percent of all households and roughly 72 percent of all households earning less than \$35,000. The largest concentrations of household incomes less than \$50,000 were found around the Texas Parkway; Cartwright Road; and FM 1092 corridors; concentrations of household incomes greater than \$75,000 were largely found in the Fort Bend Parkway corridor area and extending out to the southern parts of the City and in to its ETJ.

The poverty level in the City, as measured by the U.S. Census has increased slightly, however continues to remain low overall as compared to the State of Texas, Fort Bend and Harris counties, respectively. The 2009 Comprehensive Plan found that just 2.4 percent of all of the City's households were classified as living in poverty compared with 3.8 percent of all households by 2015. Comparatively, in 2015, the poverty rate in the State of Texas was calculated as 15.9 percent; in Fort Bend County seven percent; and in Harris County 16.6 percent.

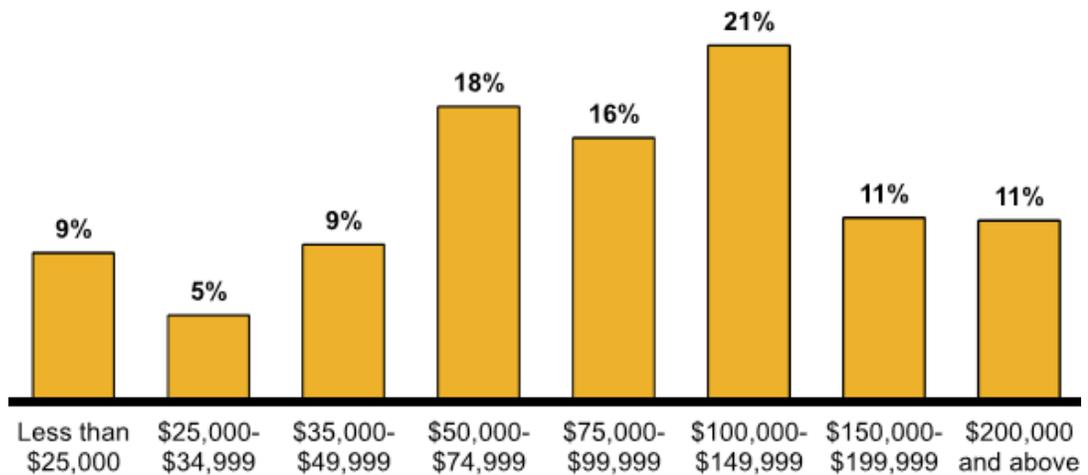
**The Southwest Houston Region is one of the fastest growing areas of Houston with some of the top selling master-planned communities in the country.**

Source: RCLCO

**MAP 2.3: MEDIAN HOUSEHOLD INCOME BY U.S. CENSUS BLOCK GROUP  
SOUTHWEST HOUSTON, TEXAS 2014**



**FIGURE 2.5: HOUSEHOLDS BY INCOME**



Source: RCLCO

## HOUSING UNITS

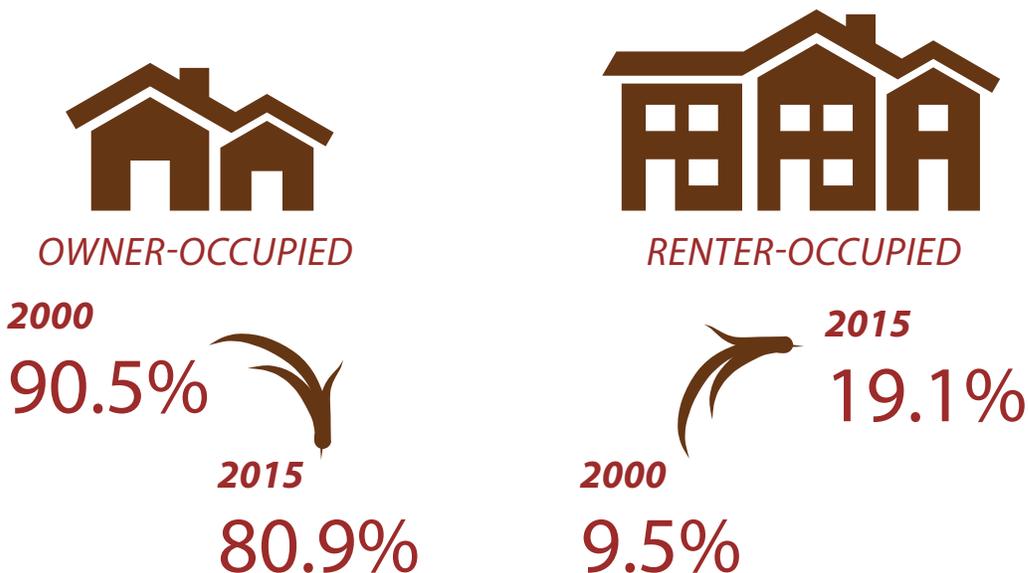
Household growth within Missouri City has been primarily due to the community's proximity to job centers within the Houston metropolitan area. Of that growth, single family detached dwelling units remain the predominant type of housing within the City. As the City's population ages, however, so too are the ages of its residential structures. As neighborhoods age, additional requirements begin to surface including needs for home repairs, home expansions, landscape upkeep, sidewalk replacement and street repaving.

In 2015, it is estimated that single family, detached dwelling units made up approximately 90.7 percent of all housing found in the City; a decrease of about 2 percent from the 2009 Comprehensive Plan. This percent decrease is correlated with a slight increase in the number of townhouse and multifamily units constructed in the City between Census 2000 and the 2015 estimate. During this same time-frame, the percent of structures constructed almost 30 or more years prior, increased. By 2015, approximately 51 percent of the City's total housing stock was built in 1989 or prior years.

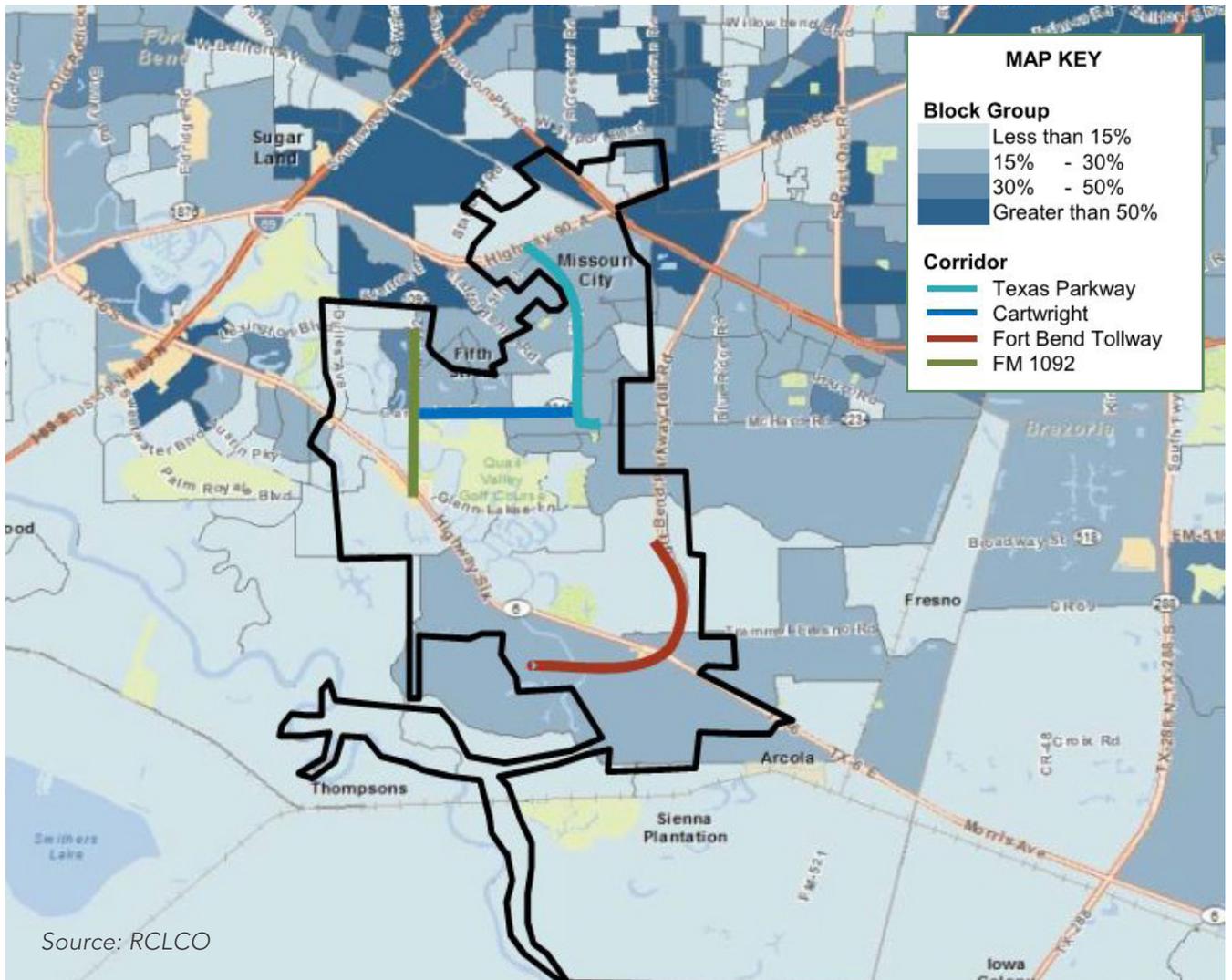
Owner-occupancy rates remain high, however have decreased over time possibly due to increases in the age of the population, decreases in household size and the increasing availability of non-single family residential structures. Since the 2009 Comprehensive Plan, the owner-occupancy rate has declined from 90.5 percent to 80.9 percent in 2015. Conversely, renter-occupancy has steadily increased from 9.5 percent to approximately 19.1 percent in 2015. Rental occupancy exists throughout the City however concentrations may be found in areas along the Texas Parkway, Cartwright Road; FM 1092 corridors. Concentrations were also found along the southern portion of the Fort Bend Parkway corridor, south of State Highway 6.

It is commonly suggested that higher rates of owner occupancy are more likely associated with neighborhood stability. Home ownership typically inspires residents to maintain their properties and invest in their home. Conversely, renter occupancy tends to drive a negative perception. The choice to rent, however, can be influenced by a multitude of factors including a person's age, income and the availability of housing types. Having a greater variety in dwelling types and sizes, such as townhomes, patio homes and multifamily dwelling styles, may create more options for potential Missouri City residents as well as for existing residents wishing to "downsize" at some point without leaving the area.

**FIGURE 2.6: HOMEOWNERSHIP AND RENTAL OCCUPANCY**



Source: 2011-2015 ACS 5-year Estimates



**MAP 2.4: RENTER PROPENSITY BY U.S. CENSUS BLOCK GROUP  
SOUTHWEST HOUSTON, TEXAS 2014**



## EDUCATIONAL ATTAINMENT

Educational attainment is an important contributor to the future quality of life in a community. As the global economy becomes less industrial and increasingly more technologically based, more and more employment opportunities are requiring postsecondary education and training. According to a 2012 Kinder Institute for Urban Research Education Survey, an estimated "...90 percent of the fastest-growing jobs, 60 percent of all new jobs, and 40 percent of all manufacturing jobs now require some postsecondary education." Additionally, a study conducted by the American Education Research Association found a correlation between the ability of a student to read at grade level by 3rd grade and the likelihood that the same student will graduate on time or pursue advance study. Research further suggest a clear divide in educational attainment along the lines of race and ethnicity.

Missouri City has an educated population and has taken steps to prepare its youth for the future. According to the 2015 Census estimates, 92 percent of Missouri City adults, aged 25 years and older had a high school diploma or equivalency; 45 percent of this population had obtained a bachelor or more advanced degree. At the other end of the spectrum, nearly 78 percent of the population aged 14 years or younger were enrolled in a preschool, kindergarten or elementary (1st - 8th grades) aged school program.

Missouri City does not operate educational institutions within the community. Instead, the City works collaboratively with independent public and private entities who manage and provide educational services. The two largest primary and secondary school districts that have campuses within the City or serve portions of the community are Fort Bend County Independent School District and Houston Independent School District. In addition, there are numerous child care facilities, charter and private schools which also provide educational offerings within the City.

In the fall of 2017, Houston Community College is expected to open its newly relocated Missouri City campus situated on the Texas Parkway corridor. The new campus, called the Center for Entrepreneurship, Technology and Health will provide the college system's core academic programs in addition to course work and training in small business, entrepreneurial and business administration. The Missouri City campus will also provide training for healthcare industry professions including medical assistants and emergency medical technicians.

**TABLE 2.3:  
FBISD SCHOOL CAMPUS  
LOCATED WITHIN MISSOURI CITY  
OR ITS ETJ**

<b>HIGH SCHOOLS</b>
Elkins High School
Hightower High School
Marshall High School
Progressive High School
Ridge Point High School
<b>MIDDLE SCHOOLS</b>
Baines Middle School
Lake Olympia Middle School
Missouri City Middle School
Quail Valley Middle School
Thornton Middle School <i>*Scheduled to open Fall 2018</i>
<b>ELEMENTARY SCHOOLS</b>
Armstrong Elementary School
Glover Elementary School
Hunters Glen Elementary School
Jones Elementary School
Lantern Lane Elementary School
Leonetti Elementary School <i>*Scheduled to open Fall 2017</i>
Lexington Creek Elementary School
Palmer Elementary School
Quail Valley Elementary School
Scanlan Oaks Elementary School
Schiff Elementary School
Sienna Crossing Elementary School

*Source: City of Missouri City*

## Fort Bend Independent School District (FBISD)

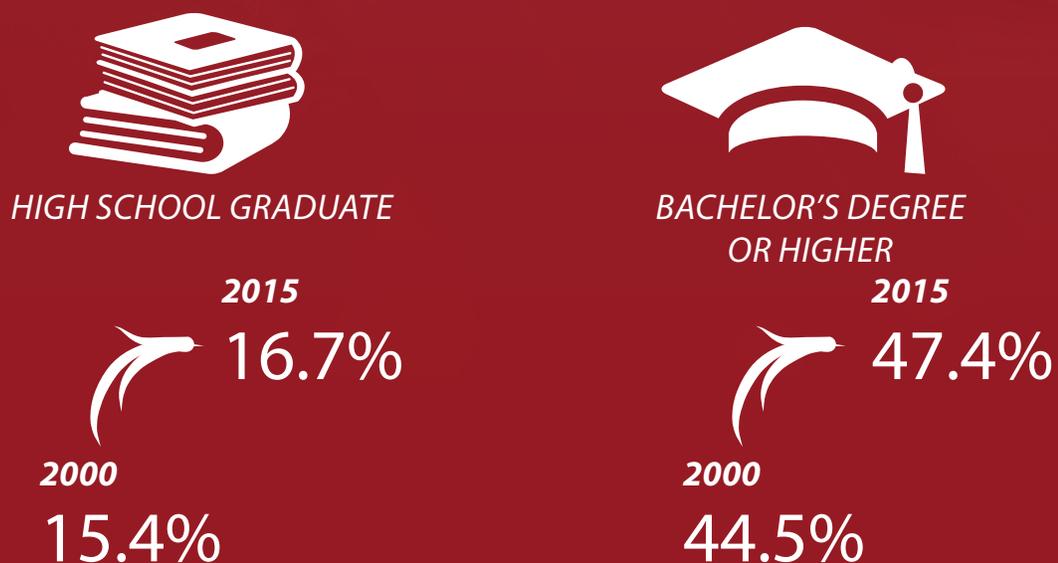
The quality of a school district and the performance of its campuses have been shown to have a direct influence, both positive and negative, on decisions which impact development within a community. Many new residents make decisions on the purchase a home based upon the strength of the its educational system. Additionally, the performance of school districts and its campus' influence new or continued investment or development in areas of the community.

FBISD is a public education district which serves most of the student population located within Missouri City and it's ETJ. The District is the seventh largest in Texas with approximately 74,500 students in 75 campuses. The district serves families who speak more than 90 languages and dialects.

There are five high schools; four middle schools; and 11 elementary schools located within Missouri City or its ETJ. An additional elementary school, named after long time area resident and businessman Donald Leonetti is scheduled to open for the 2017 -2018 school year within the City's ETJ. A middle school, named in honor of Ronald Thornton, is set to open in Fall 2018.

FBISD is frequently recognized for its exceptional performance. Several campuses located within Missouri City have been designated as Exemplary or Recognized by the Texas Education Agency accountability ratings (TEA). However, the District has worked over the last several years to bridge achievement gaps among its many racial and ethnic groups including in the areas of student attendance and disciplinary actions.

FIGURE 2.7: EDUCATIONAL ATTAINMENT



Source: 2011-2015 ACS 5-year Estimates

*“Missouri City’s ability to offer highly skilled, higher paying employment opportunities for current residents will help protect and even elevate the socioeconomic condition of older areas of the city, enhance the ability to redevelop and improve retail offerings, and improve the area’s quality of life.”*

- Missouri City Commercial Corridor Study (2016)

**TABLE 2.4: MAJOR EMPLOYERS**

EMPLOYER	2016			2007		
	EMPLOYEES	RANK	% OF TOTAL CITY EMPLOYMENT	EMPLOYEES	RANK	% OF TOTAL CITY EMPLOYMENT
Fort Bend ISD	975	1	1.32%	730	1	1.90%
Wal-Mart Stores, LLP	650	2	0.88%	350	2	0.91%
Ben E. Keith*	395	3	0.53%	NA	NA	NA
City of Missouri City	331	4	0.45%	294	3	0.77%
Twin Star Bakery*	299	5	0.40%	NA	NA	NA
HEB	265	6	0.36%	230	4	0.60%
Kroger	172	7	0.23%	210	5	0.55%
Home Depot	150	8	0.20%	107	9	0.28%
Super Target	255	9	0.34%	175	6	0.46%
Niagara Bottling (Lakeview Business Park)*	133	10	0.18%	NA	NA	NA
Memorial Herman - Fort Bend**	NA	NA	NA	350	2	0.91%
YMCA	-	-	-	130	7	0.34%
Qual Valley Country Club	-	-	-	114	8	0.30%
<b>Total</b>	<b>3,625</b>		<b>4.89%</b>	<b>2,690</b>		<b>7.02%</b>

\* Development did not exist in 2007.

\*\* Memorial Herman Fort Bend Hospital closed its Missouri City location in December 2006.

Source: Missouri City Comprehensive Annual Financial Report, July 2016

## EMPLOYMENT CHARACTERISTICS

The ability of Missouri City to offer highly skilled, higher paying employment opportunities for current and future residents will help protect and even elevate the socioeconomic condition of older areas of the city; enhance the ability to redevelop; improve retail offerings; and improve the area's quality of life. Therefore, increasing the employment base within the local area will be key to Missouri City's long term success.

Growth within the Houston metropolitan area has been strong, largely due to the energy market. Other markets, however, including education and health services are projected to lead employment growth into the future. These two industries, fueled by strong household growth and professional and business services, are expected to add 62,000 and 69,000 new jobs, respectively, over the next five years; accounting for 37 percent of all area-wide employment growth.

The 2015 Census estimates project that approximately 70 percent of the Missouri City population, aged 16 years or older are presently within the labor force. Of these, the majority, 50.2 percent are employed in management, business, science and arts occupations. A little over a quarter of this population is employed in sales and office positions (25.6 percent). Almost 30 percent of this population are employed in educational and health services.

Many of the current jobs located within Missouri City are lower paying and service-oriented. These jobs are largely filled by employees commuting into the City from other parts of the metropolitan area. Missouri City's household growth has been strong in large part due to its proximity to job centers throughout the metropolitan area. The completion of the Fort Bend Parkway corridor has increased the community's access to employment opportunities within the City and surrounding communities.

Since the 2009 Comprehensive Plan, the City has added hundreds of new jobs through developments including the Lakeview Business Park, Ben E. Keith Distribution facility, Twin Star Bakery and FedEx Ground warehouse. These developments represent the food services, energy and shipping sectors.

*While the area enjoys the region's highest concentration of quality master-planned communities and retail nodes,*

**OVER  
80%  
of residents  
COMMUTE**

*out of the county for employment.*

*Source: Missouri City Commercial Corridor Study (2016), RCLCO*



## TRANSPORTATION AND COMMUTING PATTERNS

Over 30,000 people leave Missouri City during the day for employment while only a little over 10,000 either enter into the City or remain. Of those commuting outside of the City daily, approximately 25 percent are employed in the Texas Medical Center, Greenway Plaza, or Downtown Houston.

The mean travel time to work for Missouri City residents is 30.4 minutes, which is down slightly from what was found at the time of the 2009 Comprehensive Plan. This travel time remains similar to other Fort Bend County residents at 33.7 minutes. However, is generally longer than other residents across Texas, 26.3 minutes, and the United States, 26.4 minutes. These trends maintain the City's image as a "bedroom" or "commuter" community despite the creation of more local jobs.

Due to frequency with which residents leave the City during the day, a personal automobile is the dominant mode of transportation. Thus the automobile becomes much of a necessity to the average household and persons residing within the City.

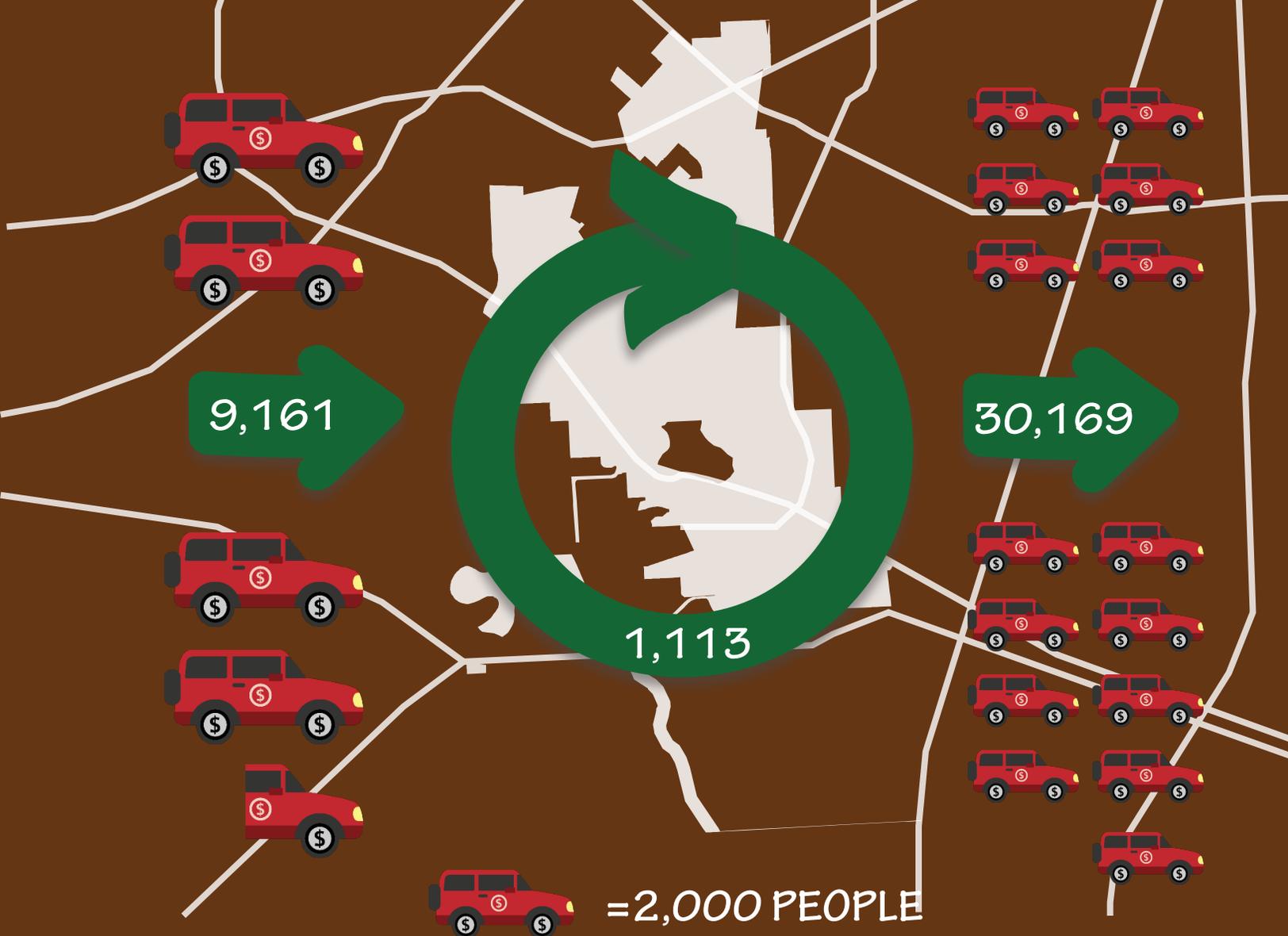
Despite being one of several metropolitan area communities funding METRO transit services through its General Mobility Program, only an estimated 2.5 percent of the City's population utilized public transportation in 2015.

### *METRO General Mobility Program*

*METRO's General Mobility Program was established in 1988 and is authorized through year 2025 as a regional partnership to enhance mobility and reduce traffic congestion. Through the collection of a one percent sales tax, METRO allocates 25 percent of the revenue to the city of Houston, Harris County and 14 area communities, including Missouri City, for the construction and maintenance of infrastructure including, (1) streets and roadways; (2) bridges and grade separations; (3) traffic-count signals; (4) sidewalks/hike & bike trails; (5) streetlights; and (6) drainage improvements related to transportation facilities, streets, roads or traffic-control improvements. METRO provides bus operations in or near the City through one Park & Ride at the Fort Bend Town Center, near the intersection of the Fort Bend Parkway tollroad and State Highway 6; a second Park & Ride is situated just outside of the City at Fondren Road and the Sam Houston Parkway/Beltway 8.*

*In 2012, METRO estimated that due to the limits established through the General Mobility Program on the use of funds, the acquisition, engineering and construction of future METRORail lines would be delayed to 2024 at the earliest. Despite this estimate, State and local elected officials continue to support and lobby for a commuter rail corridor along U.S. 90A, which would provide a transit link between the City and the Texas Medical Center.*





One of the most telling characteristics of Missouri City is its daytime population inflow and outflow. During the day, over 30,000 residents leave for employment, while 1,113 remain, and 9,161 enter. This statistic is critical in explaining the challenges to economic development and the opportunities available to the City. When such a large population leaves an area for most of the day, the spending power of the remaining population is significantly decreased.

# MARKET OPPORTUNITY ANALYSIS FOR COMMERCIAL CORRIDORS

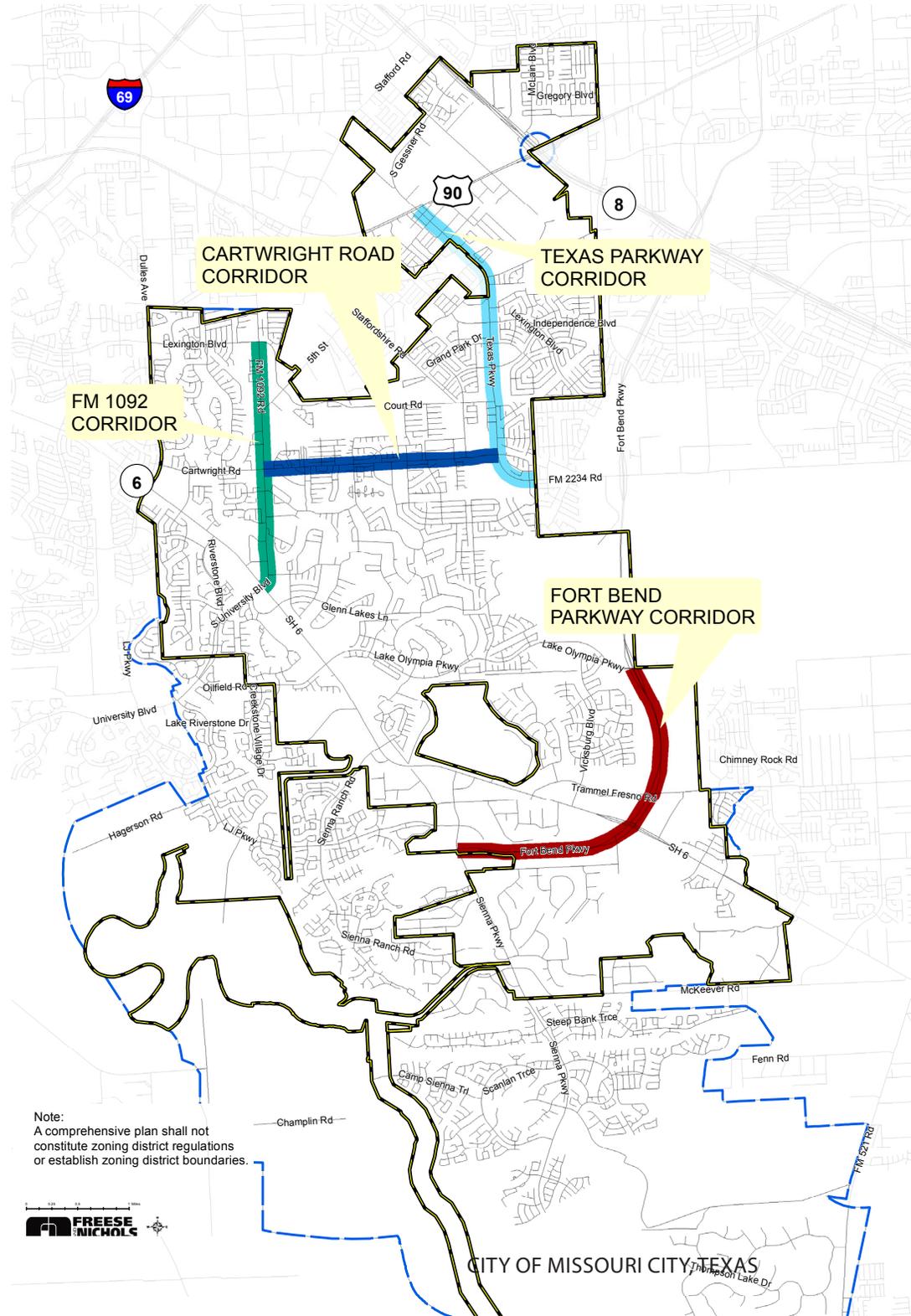
As part of the Plan Update process, four City corridors were identified as being strategically important to the City's future growth and development. These corridors were selected in part in accordance with Goals 2.2.3 and 2.5.7 of the 2009 Comprehensive Plan. Goal 2.2.3 reflects the City's need to "apply targeted zoning strategies to redevelopment areas...to encourage market-responsive development to occur where there are significant amounts of underutilized land and vacant structures." Additionally, Goal 2.5.7, recommended the preparation of "special area plans for emerging and potential 'community asset areas' including...the vicinity of the key interchange between State Highway 6 and the Fort Bend Parkway Toll Road."

The four corridors identified including the areas of study are:

- **Texas Parkway:** US 90A to Turtle Creek Drive;
- **Cartwright Road:** Texas Parkway to FM 1092;
- **FM 1092:** Lexington Boulevard to State Highway 6; and
- **Fort Bend Parkway Tollroad:** Lake Olympia Parkway to Sienna Parkway

Each of these four corridors was analyzed to determine the market realities and potential for retail; office and industrial development. Although the overall Plan seeks to project the City's future development environment over the next 10 to 20 years, this analysis is focused on near and medium term projections on the economic market within a 5 to 10 year timeframe. The following summarizes the corridor analysis.

**MAP 2.5: COMMERCIAL CORRIDORS**



## *Market Analysis Methodology*

The market opportunity for each corridor was evaluated using a proprietary methodology developed by RCLCO. This methodology considered existing supply conditions along with existing and future demand drivers.

### *Retail Market*

#### Existing Supply Conditions

- *Retail space/Household: Approximates present levels of retail supply.*
- *Retail Vintage: Approximates current corridor quality.*
- *Retail Vacancy: Approximates current supply and demand conditions*

#### Demand Drivers

- *Household growth: Approximates the new retail consumers in the Primary Trade Area (PTA) over the next five years.*
- *Household income: Approximates spending power.*
- *Traffic Counts: Approximates visibility of and access to the corridor*

### *Office Market*

#### Existing Supply Conditions

- *Office space/Household: Approximates present levels of office supply.*
- *Office Vintage: Approximates current corridor quality.*
- *Office Vacancy: Approximates current supply and demand conditions*

#### Demand Drivers

- *Household growth: Approximates the new employees in the area over the next five years.*
- *Household income: Approximates current proportion of area households containing office-using employees.*
- *Retail Concentration: Approximates the PMA's desirability for office space.*

### *Industrial Market*

#### Existing Supply Conditions

- *Industrial Vintage: Approximates current space quality.*
- *Industrial Vacancy: Approximates current supply and demand conditions.*
- *Industrial Concentration: Approximates desirability of the area for industrial users.*

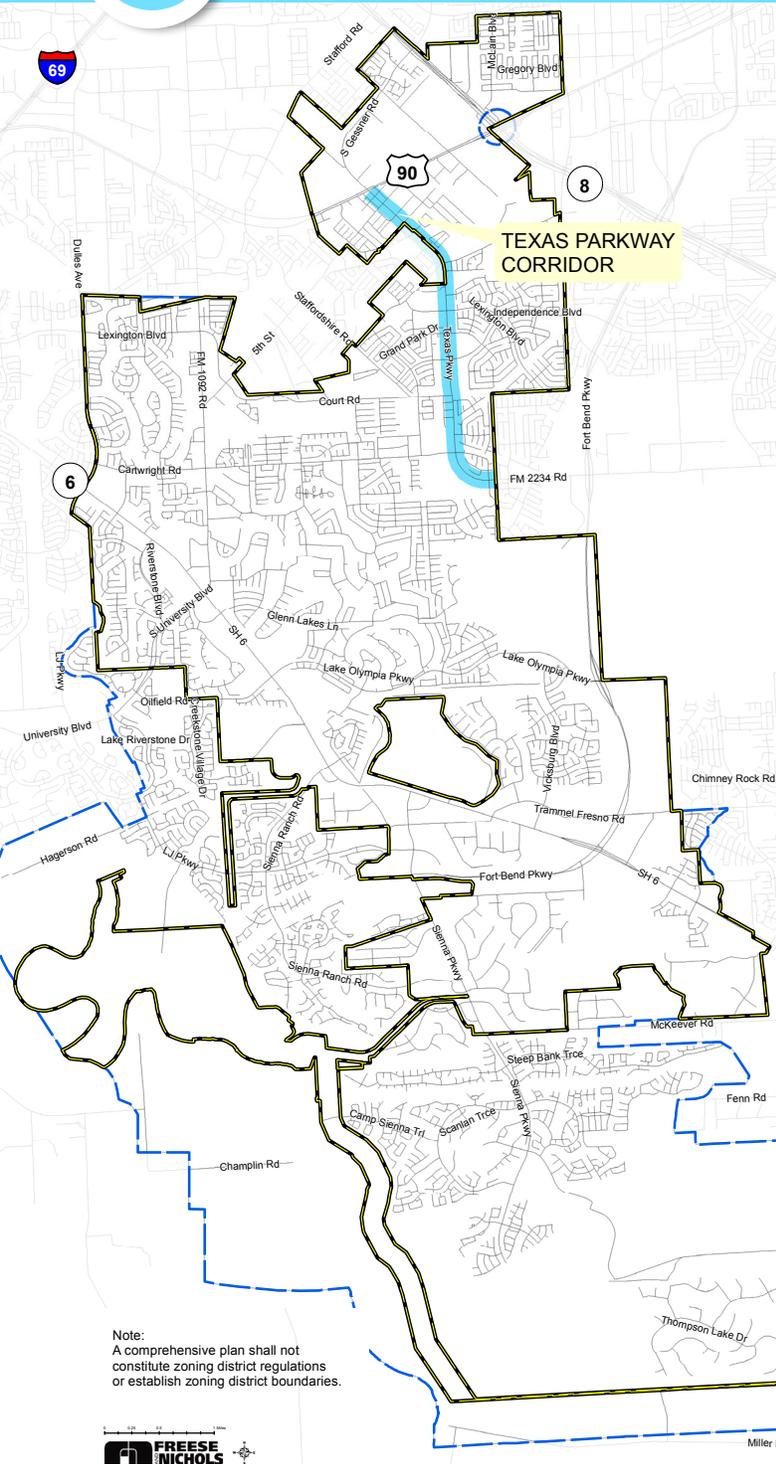
#### Demand Drivers

- *Retail Concentration: Approximates Primary Market Area's (PMA) desirability for industrial space.*
- *Regional Access: Proximity to major super-regional transportation corridors.*

# Existing Conditions and Character



## TEXAS PARKWAY CORRIDOR (US 90A TO TURTLE CREEK DRIVE)



The Texas Parkway corridor travels north south through the northeast portion of the City. The segment of the corridor studied extends from US 90A to Turtle Creek Drive. The corridor includes portions of the original Missouri City townsite, recorded as a map of the area in 1894 and incorporated into the original City boundaries in 1956. Between 1956 and 1964, most of the land area along the corridor had been annexed into the City.

A segment of the corridor, from Adams Street to Missouri City Drive and to the west of the roadway, is located within the City of Stafford.

The corridor consists of a four lane roadway, carrying an estimated average daily traffic (ADT) volume of between 19,100 to 31,300 vehicles. The roadway is State (TxDOT) maintained and consists of a median strip and open drainage ditches on either side. Sidewalk, landscaping and drainage improvements were completed in 2011 as part of the Phase I implementation of the Texas Parkway/ Cartwright Road Corridors Redevelopment Plan. Additional roadway improvements, including the redesign of the Cartwright Road intersection were completed in 2016. There are 4 municipal utility districts providing service within the studied area of the corridor.

The corridor includes some of the first developments in the city, reflecting a mix of civic, residential and commercial/retail land uses. While new development has occurred within the last five to ten years, much of the corridor developed more than 30 years ago.

Several public and semipublic entities maintain offices and facilities along the corridor, including the Missouri City, City Hall campus and a Fort Bend County library; Missouri City Fire Station #3; Fort Bend County East End Annex; Fort Bend County Precinct 2 offices; FBISD Progressive High School and Design & Construction offices; an office of U.S. Congressman Al Green; and the University of Houston’s Small Business Development Center.

In the fall of 2017, Houston Community College is expected to open its newly relocated Missouri City campus situated on the corridor. The new campus, called the Center for Entrepreneurship, Technology and Health will provide the college system's core academic programs in addition to course work and training in small business, entrepreneurial and business administration. The Missouri City campus will also provide training for healthcare industry professions including medical assistants and emergency medical technicians.

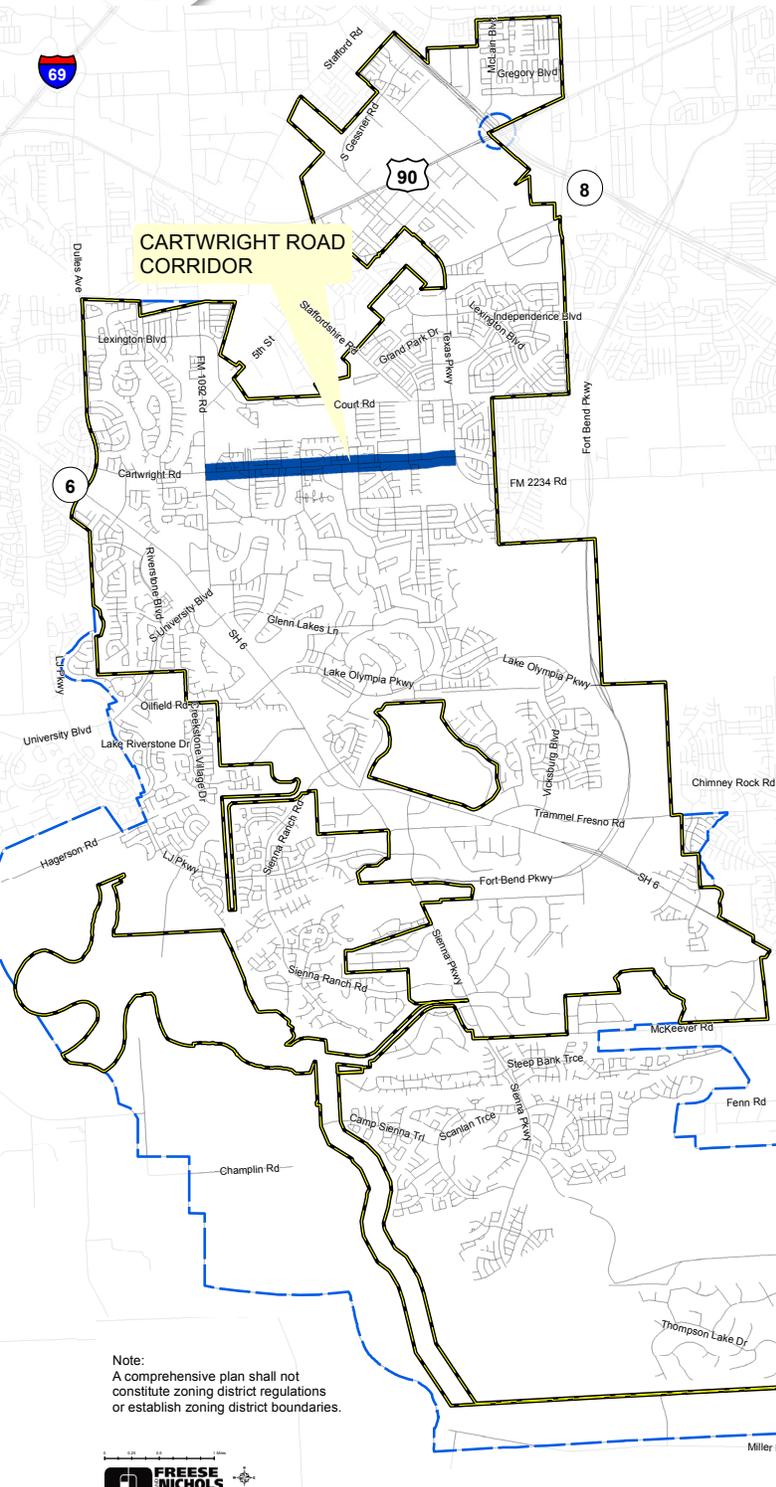
Residential development along the corridor was largely constructed from the mid to late 1970s through the 1980s. These developments include several sections of the Hunters Glen; Hunters Green; Hunters Park; and Quail Green subdivisions. Many of the perimeter fencing of these subdivisions align segments of the corridor. Over the last five to ten years, two new subdivisions, Crestmont Place and Garden Park Village have been constructed.

Following the residential development, commercial/retail development along the corridor occurred largely in the 1980s. Single-story, multi-tenant shopping centers were constructed in the areas south of Buffalo Run, along the corridor on either side through Turtle Creek Drive. New commercial/retail development has occurred in recent years including the relocation of a State Farm office to US 90A; two multi-tenant office/retail buildings at Texas Avenue; and a Discount Tire at Lexington Boulevard, which is scheduled to be completed in 2017. In addition, several fast food locations along the corridor have redesigned their buildings and sites, including a Dairy Queen at Grand Parkway; a Burger King and a KFC, both just south of Independence Boulevard.





## CARTWRIGHT ROAD CORRIDOR (TEXAS PARKWAY TO FM 1092)



The Cartwright Road corridor travels east west through the central portion of the City. The segment of the corridor studied extends from Texas Parkway to FM 1092. The land area making up this corridor was largely annexed into the City between 1959 and 1973, the majority of which occurred between 1959 and 1960.<sup>1</sup>

Unlike the other three corridors studied, Cartwright Road is predominantly a residential corridor, connecting neighborhoods between Texas Parkway and FM 1092.

The corridor consists of a four lane roadway, carrying an estimated average daily traffic (ADT) volume of about 21,600 vehicles. The roadway is State (TxDOT) maintained and consists of a median strip with a curb and gutter subsurface drainage system. There are 3 municipal utility districts, however one main provider, of service within the studied area of the corridor.

Similar to the Texas Parkway corridor, the Cartwright Road corridor also includes some of the first developments in the city. This development activity correlating with the development of the Quail Valley subdivision, which is credited as marking at the time of its development “the beginning of [Fort Bend County’s] newest, modern day building boom.” Much of the corridor is characterized by subdivision fences, largely constructed as masonry sound barriers to buffer the residences from the noise and activity from the roadway. Between 1974 and the early 1980s, a handful of single-story, multi-tenant shopping centers were constructed, along the corridor in the areas at the intersection of Quail Valley East Drive; Cypress Point Drive; Bermuda Dunes Drive; and FM 1092. A small office development was constructed to the south of Valleyview Drive.

In 2012, the City completed its Recreation and Tennis Center near the intersection of Cartwright Road and Cypress Point Drive

1 Source: Fort Bend County Texas A Pictorial History by Sharon Wallingford, Edited by Sue Cruver A project of the Exchange Club of Sugar Land. 1996.





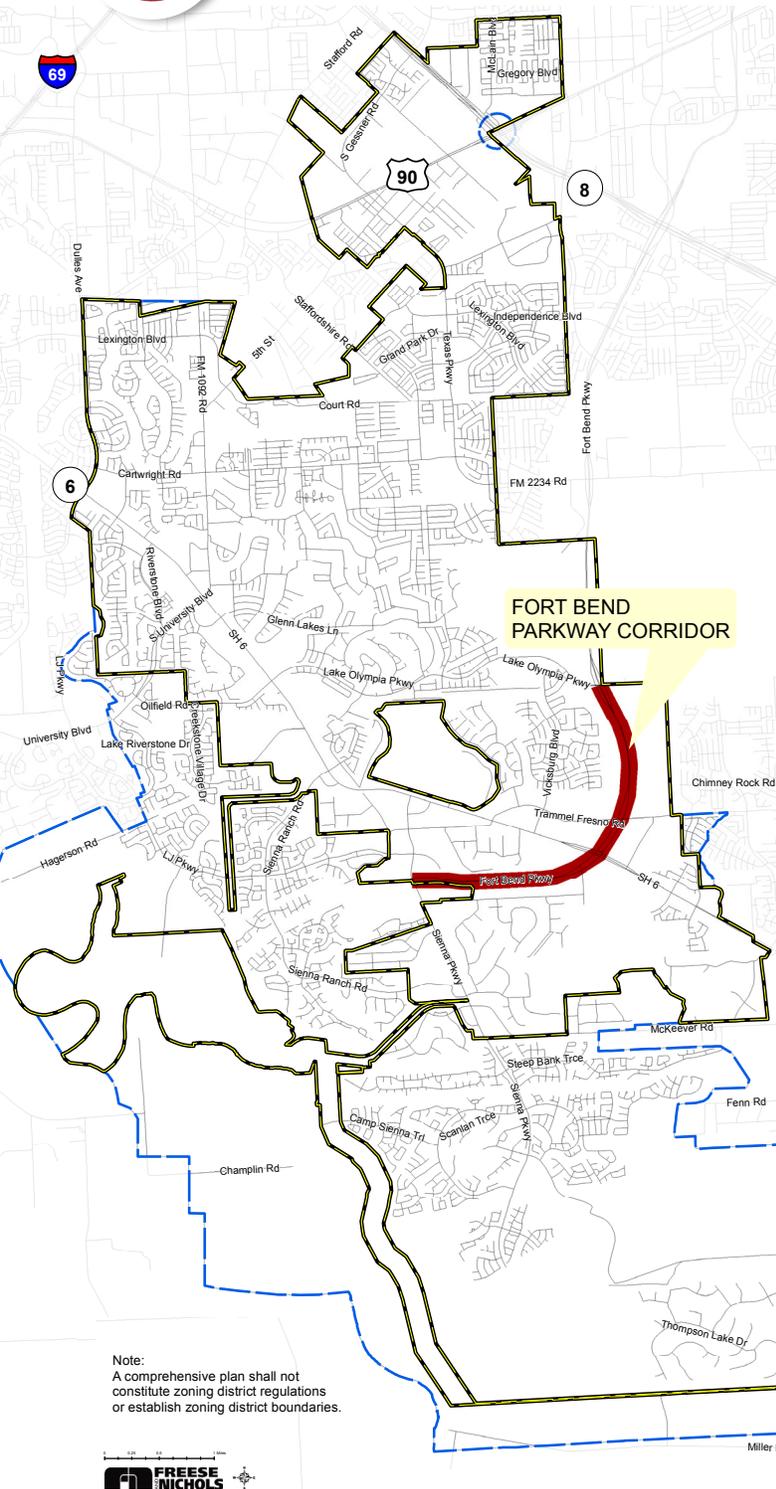
Most of the commercial/retail development, consisting of single story shopping centers, occurred within the early to mid-1980s. This development includes the Township Square, one of the City's oldest shopping centers, which was constructed on the corridor around 1984.

Residential development on the corridor consists of both single family and multifamily developments. Single family subdivisions include the Park Lake Townhomes, Plantation Ridge and Plantation Settlement. The Quail Valley Apartment Homes, one of the City's first apartment complexes, is also located on this corridor. Several age restricted, independent and assisted living developments have also been located on this corridor, including Optimum Personal Care; the Huntington; and Oyster Creek Manor. A segment of the El Dorado golf course at Quail Valley runs along the corridor, just south of Cartwright Road approximately to Covey Trail Drive.





## FORT BEND PARKWAY CORRIDOR (LAKE OLYMPIA PARKWAY TO SIENNA PARKWAY)



The Fort Bend Parkway corridor travels north south on the eastern side of the City. The segment of the corridor studied extends from Lake Olympia Parkway to Sienna Parkway. The annexation of the land making up this corridor occurred in the early 1980s and 1990s. The bulk of land annexed in the 1980s, was primarily located along the State Highway 6 corridor.

Similar to FM 1092, the Fort Bend Parkway corridor provides direct access to adjacent communities. To its north, the corridor is a direct connection to US 90A, providing travelers access to the Texas Medical Center and downtown Houston. To its south, the corridor provides access into the Sienna Plantation master planned community

The corridor consists of a 4 lane roadway, providing two lanes in each direction. The corridor provides interchanges at Lake Olympia Parkway; State Highway 6; and presently terminates at Sienna Parkway. The corridor has an estimated average daily traffic (ADT) volume of about 29,600 vehicles. The roadway is maintained by the Fort Bend County Toll Road Authority. The next phase of construction for the Parkway includes extending it to Sienna Ranch Road. The Toll Road Authority is presently studying the feasibility of the Parkway ultimately connecting to the Grand Parkway. There are three municipal utility districts providing service within the studied area of the corridor. Much of the corridor is situated within the Mustang Bayou Service Area; a portion of the southern end of the corridor is within the Sienna Plantation Management District. The City recently entered into two Development Agreements and a Utility Agreements to facilitate new construction along this corridor.

Unlike the three previous corridors, the Fort Bend Parkway corridor consists largely of undeveloped, unimproved land. Within the last two years, single family residential development has been approved along segments of the corridor.



## Corridor Market Dynamics

The market opportunity for each corridor was evaluated using a proprietary methodology developed by RCLCO. This methodology considered existing market supply conditions along with existing and future demand drivers. The Primary Trade Area (PTA) and the Primary Market Area (PMA) for each corridor includes all areas within a five minute drive time.

### RETAIL ANALYSIS

The retail analysis found that among the four corridors, the strongest opportunities for retail development in the near and medium term future are along the FM 1092 and Fort Bend Parkway tollroad corridors. The strength of these two corridors were found in sustained household growth projections and estimated higher disposable incomes, which is calculated based upon median household incomes.

Between 2015 and 2020, the household growth within the corridor PTA's is expected to increase by 11 percent; and by 20 percent within the Fort Bend Parkway tollroad area. Additionally, the median household incomes within the PTAs is projected to be \$94,100 for FM 1092 and \$101,000 for Fort Bend Parkway tollroad, respectively.

Conversely, within the PTA's of the Texas Parkway and Cartwright Road corridors, factors including the aging of the population and the age of buildings and structures place limitations on opportunities for new retail development. While visibility and access to these two corridors is high, most of the current retail supply is characterized by neighborhood serving tenants. Household growth within the PTAs of both corridors is projected to be below 10 percent. The median household income was found to be \$65,500 within the Texas Parkway corridor PTA and \$77,900 within the Cartwright Road corridor PTA.

All of the corridors examined are influenced by the offerings and performance of regional retail centers that are within a 10 to 20 minute drive time or eight mile radius. These regional retail centers are clustered in areas along State Highway 6, and in nearby communities such as around Interstate 69 in Sugar Land; Texas 288 in Pearland; and Loop 610 in southwest Houston.

### OFFICE ANALYSIS

Established and emerging employment centers in the Houston metropolitan area most all have high levels of regional accessibility via highways. In the southwestern portion of the metropolitan area, Class A and B office development is presently almost entirely concentrated along the US Interstate 69 corridor.

For Missouri City, the FM 1092 and Fort Bend Parkway tollroad corridors offer the greatest regional accessibility options and thus more plausible demand for office growth.

Additionally and similar to the retail analysis, the strength of these two corridors and the challenges for the Texas Parkway and Cartwright Road corridors, continues to be the projected household growth and the amount of disposable income.

## INDUSTRIAL ANALYSIS

The Houston metropolitan area was one of the most robust markets for industrial development in the nation. In the past year, the area has been home to over 250 new or expanded facilities, ranking second in the nation. Through the third quarter of 2015, over 9 million square feet of industrial space was delivered, following nearly 8.6 million square feet in 2014. These deliveries are in addition to the 9.3 million square feet of industrial space currently under construction in the metropolitan area. Coupled with this growth, declining vacancy rates have continued to drive the market demand.

The industrial market growth has largely been concentrated within the North and Northwest Houston submarkets. However, as available land along the Sam Houston Tollroad/Beltway 8 and U.S. Interstate 69 have built out, the industrial development demand has pushed further southeast along the Beltway.

Based upon these conditions, the analysis found that Texas Parkway, north of Lexington Boulevard and FM 1092, north of Cartwright Road, present the strongest near and medium term opportunities for the development of industrial and flex space developments. This synergy of influence on the Texas Parkway corridor by recent industrial projects such as Lakeview Business Park, Gateway Southwest and the newly emerging Park 8Ninety have established this part of the City as a desirable industrial market. Among the tenants in these developments exists a mix of regional serving distribution companies and light manufacturing in various industries such as food products, industrial components and services, and biomedical goods. Both the Texas Parkway and the FM 1092 corridors provide the strongest regional access provided by U.S. 90A and the Beltway.

The Cartwright Road and Fort Bend Parkway tollroad corridors are both disconnected from major regional transportation infrastructure and thus provide low opportunities for an industrial market. Although the Fort Bend Parkway tollroad connects directly to the Beltway, providing access to U.S. Interstate 69 and U.S. Interstate 10, the segment of the corridor is more than four and a half miles from the Beltway. Considering the amount of new industrial and flex development currently occurring along U.S. 90A highway and the Beltway, there is likely a limited development opportunity within the next 5 years. However, if areas near the Texas Parkway and FM 1092 corridors build out, the Fort Bend Parkway tollroad corridor could capture some small format flex space tenanted by businesses serving the immediate household base.

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# CHAPTER THREE

*Economic and Community Development*

## THE IMPORTANCE OF ECONOMIC AND COMMUNITY DEVELOPMENT

A City's role in promoting economic development can be much more than offering development incentives. A City must provide a fair and effective regulatory environment, well-timed capital improvements, and a well-planned and managed program for supporting businesses (i.e., financing options, non-profit business support and training, adequate quality of life and educational opportunities, and the provision of a well-functioning transportation system, etc.). The provision of these services can influence other important factors which closely relate to economic development, including the attraction and retention of skilled laborers, an ample housing supply at a variety of price ranges, adequate quality of life amenities and educational opportunities. All of these are very important tools that the City can utilize to influence where businesses choose to locate.

Additional efforts may include in-depth collaboration between businesses, local government, and educational institutions to create an effective business environment based on the needs and demands of the particular industries and businesses involved and those they serve.



### ***How is Economic Development Defined?***

- *Responsible economic development policies and activities maximize the value of the tax base to the benefit of residents, businesses, visitors, and government. Economic development should raise and enhance the standard of living in the community resulting in:*
- *Broadened employment and business investment opportunities*
- *Improved and cost-effective public services, including education*
- *Expanded commercial and retail enterprises to serve and employ residents*



Economic and community development activities include:

- » Business Development
- » Real Estate Development
- » Job Creation / Job Retention
- » Public Infrastructure Investments
- » Improved Public Services
- » Water/Sewer/Drainage
- » Streets/Roads
- » City Administration/  
Departmental Operations/  
Parks/Libraries/Quality of Life  
Amenities
- » Fire/Police/EMS
- » Education



## The University of Houston Small Business Development Center (UH SBDC)

*The UH SBDC provides free business consulting and affordable training seminars for small and medium-sized business owners and managers. The UH SBDC is a business consulting and training center that is part of the SBDC Network, which serves 32 counties in Southeast Texas via 14 business consulting and training centers across the region. The center offers a variety of business resources to help broaden knowledge and help local entrepreneurs achieve success, including assessing business ideas and creating business plans at no cost. The UH SBDC consultants aid existing businesses by helping business owners to develop strategies, attract customers, increase sales, and improve productivity and profitability (all at no cost).*

*The UH SBDC maintains an office along the Texas Parkway corridor at 2440 Texas Parkway, Suite 220. The services provided can be a valuable resource towards attracting, retaining and strengthening businesses operating within the City.*

*Source: University of Houston Small Business Development Center, [www.sbdc.uh.edu](http://www.sbdc.uh.edu)*

## Land Use and Taxation

The property tax rate is often used as a metric for measuring the potential appeal of a community as a destination for residents and businesses. Both residents and businesses benefit from a lower property tax rate because a lower property tax rate translates into a reduction in the amount of property taxes being paid. The amount of property tax revenue generated by a community is a combination of the property value (i.e. the property tax base) and the tax rate according to the formula:

$$\text{Property Tax Revenue} = \text{Property Tax Base} / 100 \times \text{Property Tax Rate}$$

If the property tax base goes up, then the property tax rate can go down. A lower tax rate lowers the tax burden on residents and businesses, which enhances the appeal for new residents and businesses to locate in the city.

The City is just one of several overlapping governmental entities that collect a property tax, so the City is not in complete control of the total tax rate experienced by residents and businesses, but an increased property tax base benefits all taxing entities and tends to drive all property tax rates down. Therefore, in addition to providing local employment opportunities, economic development efforts that attract businesses and increase the property tax base benefit all tax payers in a community.

The other aspect of the property tax that is important to the economic health of a community is the allocation of the property tax base between residential and nonresidential uses. Since residential uses typically require a greater level of service from the city (i.e. police, fire, courts, parks and recreation) than do commercial uses, many types of residential uses are not self-supporting in terms of the revenues they generate. Nonresidential uses often generate revenue in excess of the city costs required to serve those properties. Therefore, nonresidential uses are often thought of as “subsidizing” the costs of residential costs of service.

In addition to creating local employment opportunities for residents, one of the primary goals of economic development activities is to enhance the nonresidential portion of the property tax base.

**FIGURE 3.1: EXISTING VS. PREFERRED PROPERTY VALUES**



**TABLE 3.1: EXISTING VS. PREFERRED PROPERTY VALUES**

TOTAL TAX RATE	\$0.54 PER \$100	\$0.37 PER \$100
Total Property Tax	\$28,066,680	\$28,066,680
Average Home Value	\$177,334	\$177,334
Average Home Tax Paid	\$966	\$651

**33 %  
DECREASE**

The current property tax base in the City is 74 percent residential and 26 percent nonresidential. With that allocation, to generate the \$28 million necessary to operate city services, requires a tax rate of \$.54 per \$100 valuation. If the property tax base could hypothetically be shifted via future economic development efforts closer to a more balanced 50/50 residential/nonresidential mix, the same \$28 million in revenue could be generated with a \$.37 tax rate. This would lower the average homeowner tax bill by 33 percent from \$966 to \$651. This is a hypothetical example, but demonstrates the importance of diversifying the property tax base for the long term financial health and viability of the community.

### THE ECONOMIC DEVELOPMENT SALES TAX

The economic development sales tax is an important tool available to Texas cities. This tool which may be authorized by local voters allows cities to collect up to an additional 0.5 percent sales tax that may be used for economic development purposes such as business relocation incentives or construction of public infrastructure.

The total sales tax that may be collected in any jurisdiction is limited by state law to a maximum of 8.25 percent. The State collects a 6.25 percent tax, leaving a maximum of 2 percent that may be collected by local jurisdictions. In Missouri City, prior actions have authorized 1 percent for property tax relief (i.e. supports the general fund of the city, thus reducing the amount of property tax that must be collected), and 1 percent to participate in the Houston METRO General Mobility Program.

Participation in METRO, ensures existing and future transit and mobility opportunities for the City, but precludes

**TABLE 3.2: PROPERTY TAX RELIEF**

<b>PROPERTY TAX RELIEF</b>	<b>1.0%</b>
Metro	1.0%
State	6.25%
Total	8.25%

*is the maximum allowed by law*

the opportunity to adopt the local economic development sales tax. This constraint places Missouri City at a competitive disadvantage with other area communities that do collect the economic development sales tax. To overcome this disadvantage, the City must look to other aspects of economic development in order to be successful.

## Economic Development Tools

In addition to the economic development sales tax, there are several economic development tools cities use to influence where growth occurs within their jurisdiction. Missouri City has implemented many of these tools. For example, delineating special districts within which to promote and incentivize new development and redevelopment can be an effective tool within the city limits and ETJ. Special districts should demonstrate that an increase in tax base can reasonably be expected and the overall quality of life for the citizens who live and work in city can be improved. Missouri City has implemented many of these tools available

While special districts can be diverse in their implementation, they often share objectives, including:

- Improving the overall quality and performance of the city's infrastructure and facilities, where new development should make positive contributions to public infrastructure and facilities that will have far-reaching benefits for older, underutilized areas of the City;
- Promoting diversification and balance in the local economy to encourage new industries and attract high- paying jobs;
- Protecting the City's tax-base, where development should generate the highest possible ad valorem value and sales tax revenue, while not generating a burden on existing taxpayers; and
- Ensuring high quality, well-planned developments that:
  - promote the highest and best land uses in order to foster a sustainable tax base;
  - are comprehensive in scope and take into consideration all proposed development impacts on potential future development opportunities on adjacent properties;
  - are a mix of uses, including a strong commercial/ industrial component, where appropriate, that will include high-paying jobs; and
  - provide a broad range of housing options, including both high-end and affordable housing choices.



**TABLE 3.3: FISCAL TOOLS AND PROJECT EXAMPLES**

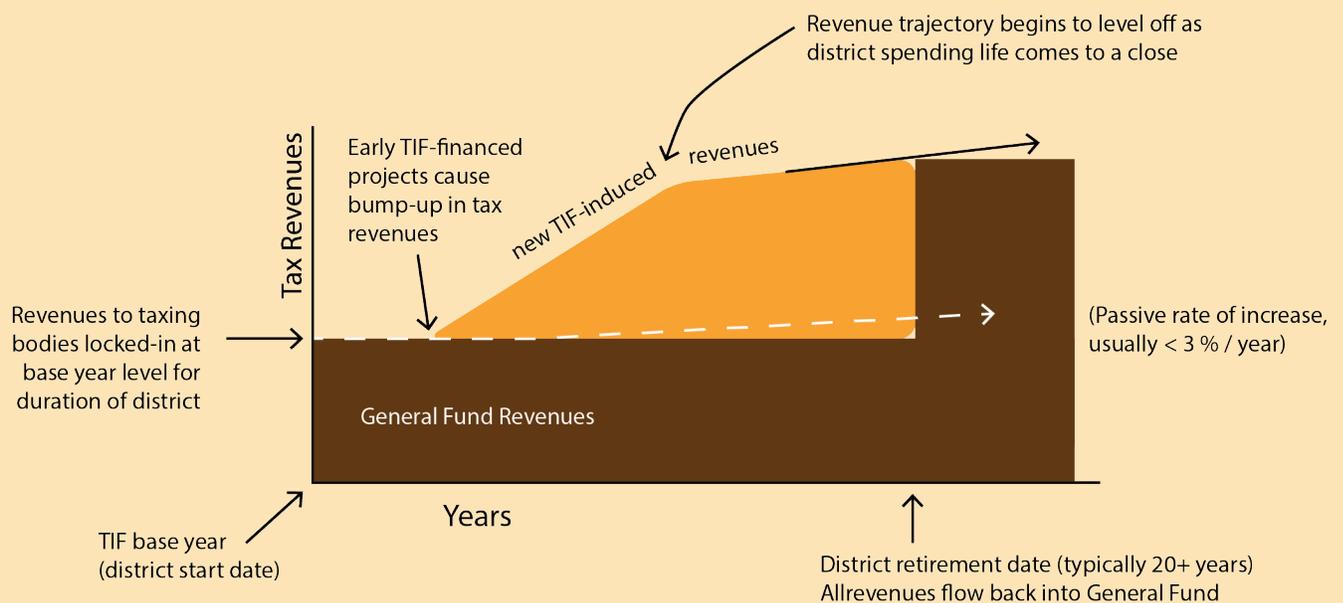
ECONOMIC DEVELOPMENT / FISCAL TOOL	PROJECT TYPE
 <p><i>CHAPTER 380 AGREEMENTS</i></p>	<p>City may loan, grant or rebate money and other municipal resources to promote economic development it deems worthwhile</p>
 <p><i>TAX ABATEMENTS</i></p>	<p>Foregoing of tax usually for creation or retention of jobs and/or new business entity relocating</p>
 <p><i>TAX INCREMENT REINVESTMENT ZONE (TIRZ)</i></p>	<p>Public improvements to promote new or re-development of a specifically designated area</p>
 <p><i>PUBLIC IMPROVEMENT DISTRICTS (PID)</i></p>	<p>Public improvements for a specific geographic area where costs are shared pro-rata by those who benefit from the improvements through an assessment</p>
 <p><i>NEIGHBORHOOD EMPOWERMENT ZONE (NEZ)</i></p>	<p>City may contract with private sector for tax rebates, tax abatement, or loans, for both private and public sector improvements if related to enhancement of economic development</p>
 <p><i>MUNICIPAL UTILITY DISTRICTS (MUD)</i></p>	<p>Provides for construction of and repayment of the costs of water, sewer, drainage and road facilities to serve development through a tax approved by voters in the MUD</p>
 <p><i>MUNICIPAL MANAGEMENT DISTRICTS (MMD)</i></p>	<p>Public improvements for a specific geographic area where costs are shared through assessments or additional tax levy</p>
 <p><i>LOCAL GOVERNMENT CORPORATION (LGC)</i></p>	<p>Assists with issuance of debt and public ownership</p>
 <p><i>HOTEL OCCUPANCY TAX (HOT)</i></p>	<p>Programs or projects to attract or promote tourism, hotel and convention business in the city</p>

## Tax Increment Financing District (TIF) / Tax Increment Reinvestment Zone (TIRZ)

The terms Tax Increment Finance District (TIF) and Tax Increment Reinvestment Zone (TIRZ) are terms used interchangeably. Tax increment financing is a tool used by local government to publicly finance necessary structural improvements and enhanced infrastructure within a defined area. These improvements are typically done to promote the visibility of existing businesses and to attract new commercial industries to the area. The statutes that govern tax increment financing are located in Chapter 311 of the Texas Tax Code.

The cost of improvements to the specified area is repaid by the contribution of future tax revenues by each taxing unit that levies taxes against the property. Specifically, each taxing unit chooses to dedicate all, a portion of, or none of the tax revenue that is gained from being in the reinvestment zone. The additional tax revenue that is received from the affected properties is referred to as the tax increment.<sup>1</sup> Each taxing unit determines what percentage of its tax increment, if any, that it will dedicate to repayment of the cost of financing the public improvements. Refer to the TIF graphic below for a graphic depiction of the TIF process.

Tax increment financing may be initiated only by a city for properties within the city limits, properties in the ETJ and beyond are not eligible for TIF financing. Once a city has initiated tax increment financing, counties, school districts, and special districts are allowed to consider participating in the tax increment financing agreement.

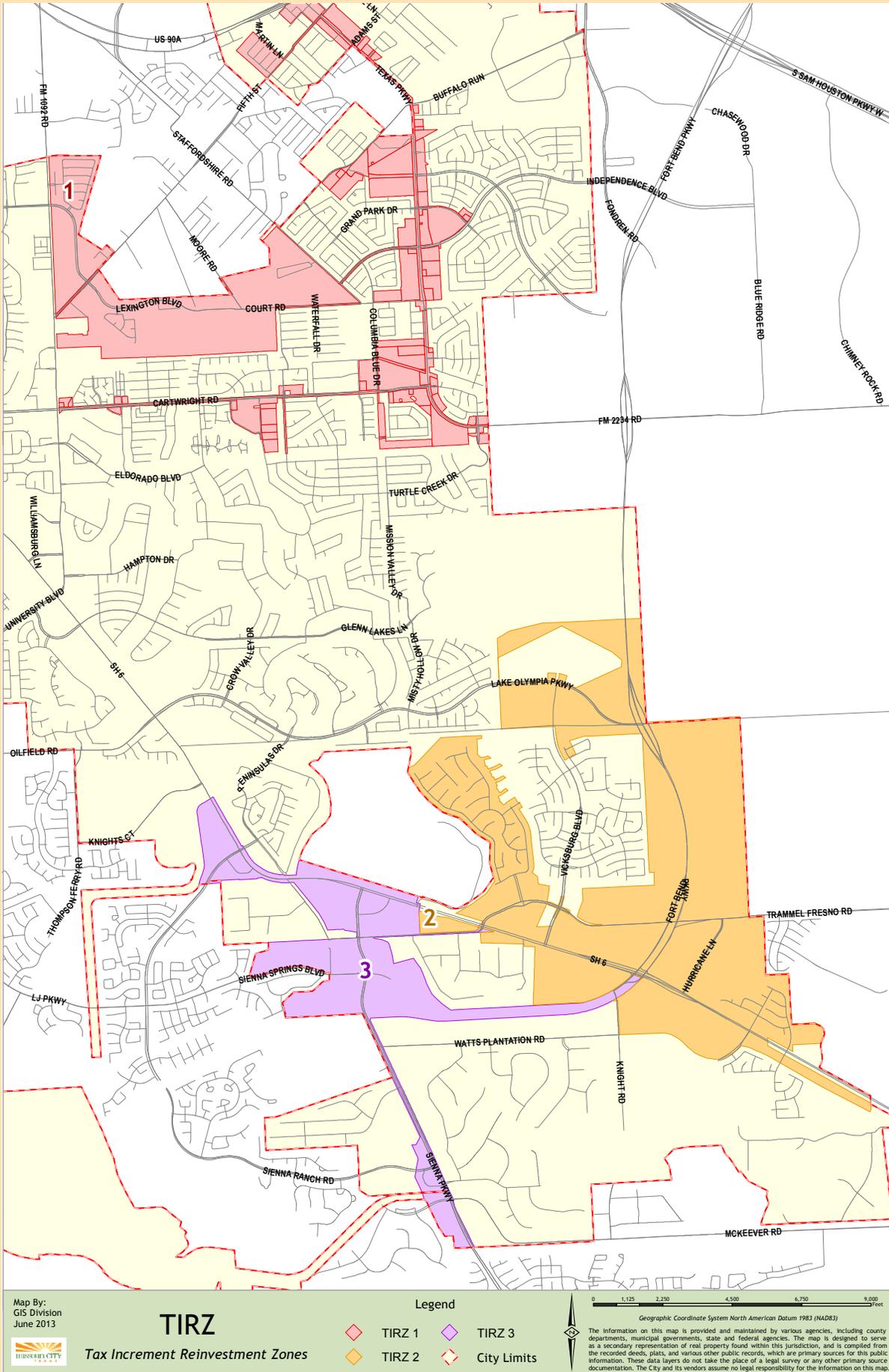


The City currently has three TIF districts, which are listed below and depicted in Map 4.1: Tax Increment Reinvestment Zones (2013) on Page 5.10:

- *Tax Increment Finance District #1*
  - Duration: August 2, 1999 to December 31, 2029
  - Revenue (2014): \$827,529.02
- *Tax Increment Finance District #2 - Vicksburg Reinvestment Zone*
  - Duration: August 2, 1999 to December 31, 2029
  - Revenue (2014): \$1,441,465.94
- *Tax Increment Finance District #3*
  - Duration: January 1, 2008 to December 31, 2037
  - Revenue (2014): \$1,099,480.65

1 City of Missouri City website: <http://www.missouricity.tx.gov/index.aspx?NID=120>

# MAP 4.1: TAX INCREMENT REINVESTMENT ZONES (2013)



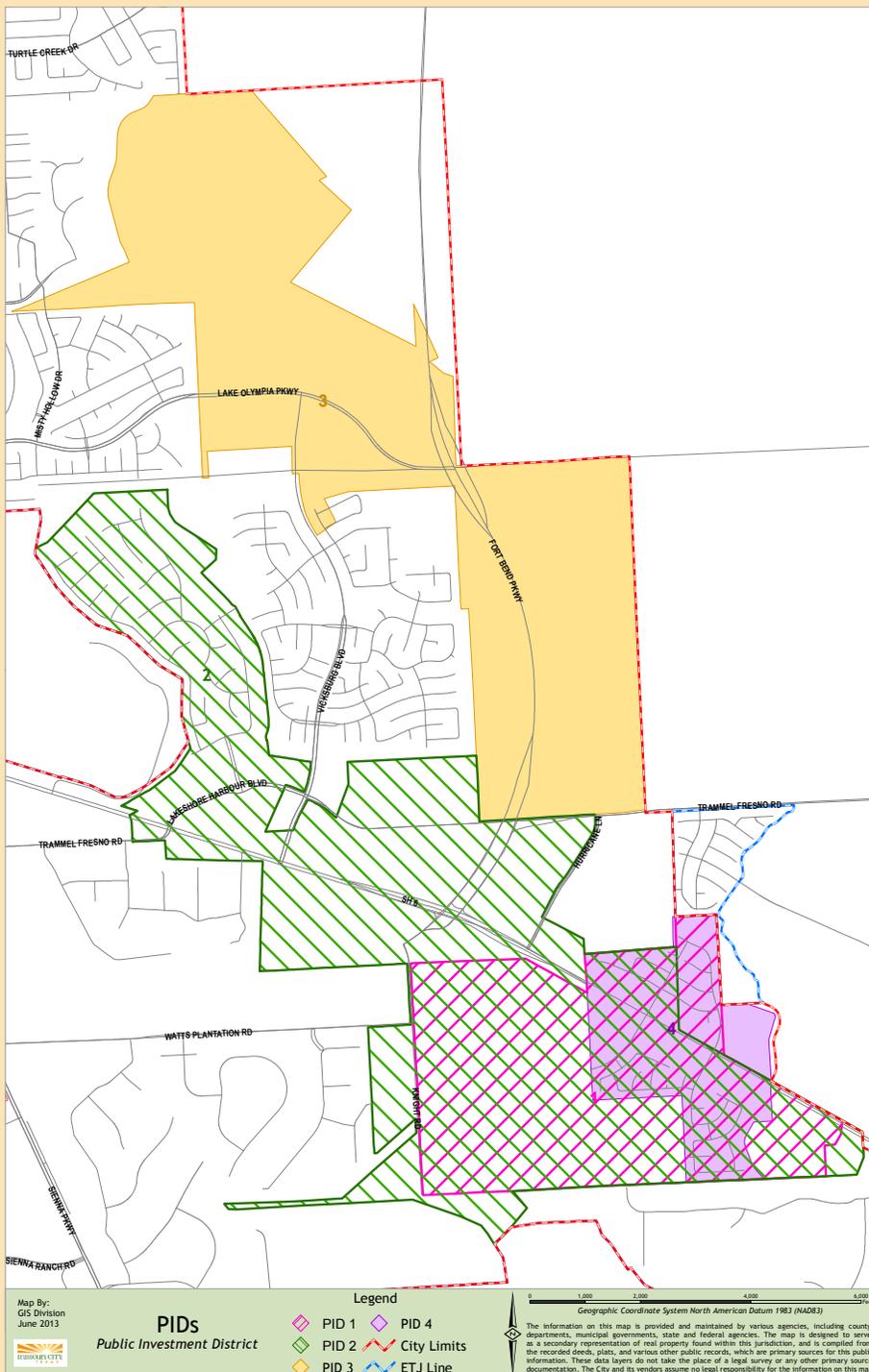
## Public Improvement Districts

Sometimes cities need to make infrastructure improvements in order to spur economic development in certain areas. New businesses will likely not locate in areas where the streets are inadequate, the utility service is substandard, or the public facilities and services are inferior.<sup>1</sup> It is also a challenge for existing land uses to thrive in areas with poor infrastructure provisions. Luckily, Texas law—specifically Chapter 372 of the Local Government Code—provides a variety of ways to finance public improvements including the use of special assessments like Public Improvement Districts (PIDs). The Public Improvement District Assessment Act allows any city to levy and collect special assessments on property that is within the city or its ETJ.

A public improvement district may be formed to accomplish any of the following improvements:

- water, wastewater, health and sanitation, or drainage improvements (including acquisition, construction, or improvements);
- street and sidewalk improvements;
- mass transit improvements;
- parking improvements;
- library improvements;
- parks, recreation, and cultural improvements;
- landscaping and other aesthetic improvements;
- art installation;
- creation of pedestrian malls;
- similar improvements to those listed above;
- supplemental safety services for the improvements of the district, including public safety and security services; or
- supplemental and business-related services for the improvement of the district, including advertising and business recruitment and development.

**MAP 4.2: PUBLIC INVESTMENT DISTRICTS (2013)**



<sup>1</sup> *Tourism Tip Sheet: Public Improvement/Municipal Management District. Office of the Governor Economic Development & Tourism (March 2004).*

## *Municipal Management Districts*

*A municipal management district is a relatively new statutory tool that allows commercial property owners to enhance a defined business area. The districts, also called downtown management districts, are created within existing commercial areas to finance facilities, infrastructure, and services beyond those already provided by individual property owners or by the city. The district is created to supplement the municipal services provided by the city. The improvements may be paid for by a combination of self-imposed property taxes, special assessments, and impact fees, or by other charges against property owners within the district.<sup>1</sup> A district may include the ETJ of a city, if the city has a population of at least 25,000 residents and the area has an assessed value of \$500 million or more.*

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<sup>1</sup> *Tourism Tip Sheet: Public Improvement/Municipal Management District. Office of the Governor Economic Development & Tourism (March 2004).*

## **USING ECONOMIC DEVELOPMENT RESOURCES TO ACHIEVE PREFERRED USES**

A healthy economic development environment is fostered not only by the incentives a city provides, but also by the goals, policies, and regulations by which the city operates. A “business friendly” environment does not mean that the city allows development to overrun them, but rather it is an environment in which:

- Development regulations are consistent with its goals;
- Development regulations are administered fairly, consistently, and with “common sense”;
- Development permit application requirements require relevant information, but are not onerous;
- Development review processes are timely and predictable; and
- New businesses are welcomed and assisted with understanding regulations and procedures.

In creating an environment conducive to successful economic development, it is important to be mindful that there are aspects of the development that the city outright controls, aspects that it does not control, and aspects which it can influence.

The areas that a city does control are related to its development codes (i.e. zoning code, subdivision code, building code), the construction of public infrastructure (i.e. water, sewer, drainage, roads, parks), and public safety services, all as approved and adopted within a property tax rate that is preferably competitive to surrounding communities. Any action a city takes in the area of economic development should be programmed with the intent that the public investment will encourage a corresponding private sector response.

The areas that a city does not control are related to the overall market conditions for an industry (i.e. supply and demand, consumer preferences, commodity prices), private sector activity (i.e. business transactions, parcel ownership and size), and other governmental entities who have their own rules and regulations (i.e. Texas Department of Transportation, Federal Emergency Management Agency).

The areas that a city can influence are in the realm of the economic incentives and special financing districts that a city can provide. Through the use of these economic incentive tools, a city can not only influence a prospect to relocate to or expand in the city, but can also influence the quality, quantity, and appearance of the completed project. The ultimate goal of any economic development investment is to influence a private sector investment that has the end result of creating employment opportunities and expanding the tax base of the city.

FIGURE 3.2: ACHIEVING PREFERRED LAND USES



## ECONOMIC DEVELOPMENT IN THE KEY COMMERCIAL CORRIDORS

The purpose of this section is to analyze the potential economic development opportunities in the four key corridors highlighted in this Plan, utilizing data prepared in an assessment of the commercial market opportunities. The following pages provides the potential property tax and sales tax increases that can be expected assuming that these potential markets can be captured and projected.

Basing future land use projections and decisions on a market assessment is important for several reasons. Often times future land use plans become “wish lists” which may or may not be realistically attainable. Missouri City’s location in the Houston metropolitan area affords many opportunities, but the City must also recognize that it is located in a competitive environment in which businesses and residents have numerous opportunities to locate in other areas. Basing planning decisions on a market analysis provides a more realistic picture of the opportunities that are attainable.

**METHODOLOGY UTILIZED FOR THIS ANALYSIS:** For each corridor potential opportunities (expressed as square feet of building area) are converted into a corresponding land area needed to support those buildings using typical conversion factors as documented for each category. This potential land demand is compared to available vacant land to verify that the potential opportunities can be accommodated within the corridors. Land and improvement values for the various land uses are projected based on comparable values of similar properties. Then using the current City property tax rate, property tax revenues are calculated from the potential new values. Finally, where applicable, sales tax is projected using a typical sales per square foot figure as documented for the various uses.

In summary, the total value of the identified opportunities for the four corridors could total as much as \$168 million to \$273 million, resulting in an annual increase in property taxes ranging between \$871,000 and \$1.4 million, and increased annual sales taxes between \$1.5 million to \$1.9 million. The realization of these growth opportunities could take more or more years and will require concerted efforts to market and accommodate these opportunities. The opportunities and constraints for each individual corridor are discussed in the following sections.



### Texas Parkway Corridor

The market opportunity analysis estimates the projected demand of certain land uses, retail/commercial, office, and industrial, over the next 5 to 10 years. It is recommended that to support this demand, higher density residential uses would also be needed. The analysis projects that only non-single family residential uses should be encouraged within the corridor, including a variety of housing options which may not be adequately available within the city. For purposes of the analysis, patio homes for an age-restricted market, townhomes,

**TABLE 3.4: NONRESIDENTIAL ABSORPTION POTENTIAL FOR TEXAS PARKWAY**

NODE	LAND USE	TIMING	SIZE
Industrial	Distribution	4 - 7 Years	220K - 260K SF
Mixed-Use Node	Retail	3+ Years	55K - 75K SF
	Office	10+ Years	45K - 65K SF
Retail	Retail	7+ Years	40K - 60K SF

Source: RCLCO

**TABLE 3.5: LAND (ACRES) REQUIRED TO SUPPORT GROWTH OPPORTUNITIES**

	<b>DISTRIBUTION 4 - 7 YEARS</b>	<b>HCC NODE RETAIL 3+ YEARS</b>	<b>HCC NODE OFFICE 7+ YEARS</b>	<b>RETAIL</b>	<b>PATIO &amp; TOWNHOME</b>	<b>TOTAL ACREAGE</b>
Ratio (Building to Land)	3	4	4	4	Estimate	
<b>TEXAS PARKWAY</b>						
Low	15.2	5.1	4.1	3.7	17	45.0
High	17.9	6.9	6.0	5.5	40	76.3
<i>Source: Marsh Darcy Partners</i>						

and condominiums are considered. These uses would be commensurate with the age demographics and preferences of the community and would provide a variety of housing projects not currently available. It is estimated that between 100 to 240 residential units could be supported at a density of up to six units/acre.

There are currently 45 acres of vacant land area within the corridor thus it is assumed that there is adequate land available to support at least the lower end of the projection. If the higher end of the projections are realized, some currently developed land would need to be re-purposed or redeveloped. Given that there is currently more than 69,000 square feet of retail vacancies in the corridor, redevelopment of some or all of this vacant retail space should be encouraged as it would help to restore the imbalance of uses that currently exists.

The nonresidential value in this corridor could range from \$34.8 million to \$45.7 million, with the total values including the potential niche residential products ranging from \$58.8 million to \$93.7 million.

**TABLE 3.6: POTENTIAL PROPERTY VALUE INCREASES**

	<b>DISTRI- BUTION 4 - 7 YEARS (1)</b>	<b>HCC NODE RETAIL 3+ YEARS (3)</b>	<b>HCC NODE OFFICE 7+ YEARS (3)</b>	<b>RETAIL (2)</b>	<b>PATIO &amp; TOWN- HOME (4)</b>	<b>TOTAL NON-RESI- DENTIAL VALUE</b>	<b>TOTAL VALUE (INCL. RESI- DENTIAL)</b>
Value/ Acre (including improve- ments)	\$1,057,073	\$1,499,980	\$1,499,980	\$1,363,618			
<b>TEXAS PARKWAY</b>							
Low	\$16,016,250	\$7,575,655	\$6,198,263	\$5,008,698	\$24,000,000	\$34,798,866	\$58,798,866
High	\$18,928,296	\$10,330,439	\$8,953,047	\$7,513,046	\$48,000,000	\$45,724,828	\$93,724,828
<i>(1) Based on average of selected Lakeview Business Park properties</i>							
<i>(2) Based on land @\$2.55/SF of land (Texas Parkway average) and improvements at \$115/SF of building</i>							
<i>(3) Same as (2) with a 10% premium for location</i>							
<i>(4) Based on Value/Unit: Patio: \$200,000 Townhome: \$200,000</i>							
<i>Source: Marsh Darcy Partners</i>							

**TABLE 3.7: POTENTIAL NEW ANNUAL PROPERTY TAX REVENUES**

	<b>DISTRI- BUTION 4 - 7 YEARS</b>	<b>HCC NODE RETAIL 3+ YEARS</b>	<b>HCC NODE OFFICE 10+ YEARS</b>	<b>RETAIL 7+ YEARS</b>	<b>PATIO &amp; TOWN- HOME</b>	<b>TOTAL WITHOUT RESI- DENTIAL</b>	<b>TOTAL WITH RESI- DENTIAL</b>
Tax Rate	\$0.52844	\$0.52844	\$0.52844	\$0.52844	\$0.52844		
<b>TEXAS PARKWAY</b>							
Low	\$82,944	\$39,232	\$32,099	\$25,939	\$124,289	\$180,213	\$304,502
High	\$98,024	\$53,498	\$46,365	\$38,908	\$248,578	\$236,796	\$485,374
<i>Source: Marsh Darcy Partners</i>							

The annual nonresidential property tax revenues could range from \$180,000 to \$236,000, with the total annual property tax revenues including the potential niche residential products ranging from \$304,000 to \$485,000. In addition to annual property tax generation, potential new retail supported by the Houston Community College node and other long term retail sales growth (supported by the addition of the new residential units) could generate additional annual sales taxes. The resulting potential annual sales tax revenue is shown in Table 4.8: Potential New Annual Sales Tax Revenues. The annual sales tax generation could range from \$312,000 to \$442,000.

**TABLE 3.8: POTENTIAL NEW ANNUAL SALES TAX REVENUES**

	<b>HCC NODE RETAIL 3+ YEARS</b>	<b>RETAIL 7+ YEARS</b>	<b>TOTAL</b>
Sales/SF	\$350	\$300	
<b>TEXAS PARKWAY</b>			
Low	\$192,500	\$120,000	\$312,500
High	\$262,500	\$180,000	\$442,500
<i>Source: Marsh Darcy Partners</i>			

**TEXAS PARKWAY RECOMMENDATIONS**

To create the most favorable environment to capture the identified opportunities, the following actions are recommended:

- Create a new zoning category that will accommodate the “flex space” buildings that will support logistics and distribution uses;
- Be open to the re-purposing of vacant retail buildings to new non-retail purposes; and
- Be open to rezoning some land currently designated as retail to other uses such as the “flex space” or unique residential products such as patio homes or town homes.

**TABLE 3.9: TEXAS PARKWAY USES OF ECONOMIC DEVELOPMENT TOOLS**

<b>ECONOMIC DEVELOPMENT TOOL</b>	<b>TEXAS PARKWAY POTENTIAL USE</b>
<i>TAX ABATEMENT</i>	Tax abatements should be reserved for primary employers that meet the City’s tax abatement guidelines. “Flex space” buildings that support logistics and distribution uses should be the highest priority candidates in this corridor.
<i>TAX INCREMENT REINVESTMENT ZONE #1</i>	Developers can be reimbursed for their qualifying investments to public infrastructure (water, sewer, drainage, roadways, traffic improvements) necessary for the expansion, relocation, or new development of desired uses. The highest priority would be public infrastructure that will facilitate the transition of underutilized retail properties to other market-based opportunities. TIRZ financing can be utilized for both commercial and residential development that is consistent with the comprehensive plan and the City’s goals.
<i>MUNICIPAL UTILITY DISTRICT</i>	The City could partner with existing MUDs within the corridor to provide connection fee waivers or utility fee discounts to desired business expansions or relocations. The MUDs may also have the financial capacity to fund main extensions or utility rehabilitation for qualifying businesses.
<i>HOTEL OCCUPANCY TAX</i>	Funds could potentially be utilized for uses or activities at or near the HCC campus that would promote additional hotel visitors to the City.
<i>CHAPTER 380 AGREEMENT</i>	380 agreements could supplement the other tools to fund building demolition, environmental mitigation, and the costs of bringing existing buildings up to current standards.
<i>Source: Marsh Darcy Partners</i>	



## Cartwright Road Corridor

Along the Cartwright Road corridor, the market opportunity analysis projects that there is no viable market for new nonresidential absorption potential. However, there could be demand for re-purposing some of the vacant/underutilized retail properties as certain higher density residential uses. As with the Texas Parkway corridor, only non-single family residential uses should be encouraged. Non-traditional residential uses that provide a variety of housing not currently adequately available within the city should be encouraged, including patio homes for an age-restricted market, townhomes, and condominiums. These uses would be commensurate with the age demographics and preferences of the community and would provide a variety of housing projects not currently available and could be at a density of up to 10 units/acre.

Based on assessment of the underutilized tracts in the corridor that could be converted to patio homes, townhomes (or condominiums), it is estimated that between 80 and 120, higher density residential units could be supported.

The resulting potential new taxable value if the development opportunities are realized could range from \$16 million to \$24 million, based on a typical unit value of \$200,000.

The potential new annual property tax revenues could range from \$83,000 to \$124,000.

**TABLE 3.10: LAND (ACRES) REQUIRED TO SUPPORT GROWTH OPPORTUNITIES**

PATIO & TOWNHOME	
Ratio (Building to Land)	Estimate
<i>CARTWRIGHT ROAD</i>	
Low	8
High	12
<i>Source: Marsh Darcy Partners</i>	

**TABLE 3.11: POTENTIAL PROPERTY VALUE INCREASES**

PATIO & TOWNHOME	
<i>CARTWRIGHT ROAD</i>	
Low	\$16,000,000
High	\$24,000,000
<i>Source: Marsh Darcy Partners</i>	

**TABLE 3.12: POTENTIAL NEW ANNUAL PROPERTY TAX REVENUES**

PATIO & TOWNHOME	
Tax Rate	
	\$0.52844
<i>CARTWRIGHT ROAD</i>	
Low	\$82,859
High	\$124,289
<i>Source: Marsh Darcy Partners</i>	

## CARTWRIGHT ROAD RECOMMENDATIONS

To create the most favorable environment to capture the identified opportunities, the following actions are recommended:

- Be open to the re-purposing of vacant retail buildings to new non-retail purposes; and
- Be open to rezoning some land currently designated as retail to other uses such as the “flex space” or unique residential products such as patio homes or town homes

**TABLE 3.13: CARTWRIGHT ROAD USES OF ECONOMIC DEVELOPMENT TOOLS**

<b>ECONOMIC DEVELOPMENT TOOL</b>	<b>CARTWRIGHT ROAD POTENTIAL USE</b>
<i>TAX INCREMENT REINVESTMENT ZONE #1</i>	Developers can be reimbursed for their qualifying investments to public infrastructure (water, sewer, drainage, roadways, traffic improvements) necessary for the expansion, relocation, or new development of desired uses. The highest priority would be public infrastructure that will facilitate the transition of underutilized retail properties to other market-based opportunities. TIRZ financing in this corridor would be primarily limited to residential development that is consistent with the comprehensive plan and the City’s goals (patio homes, town homes).
<i>MUNICIPAL UTILITY DISTRICT</i>	The City, through the Northeast Oyster Creek Utility Service Area, or in partnership with existing MUDs within the corridor could provide connection fee waivers or utility fee discounts to desired business expansions or relocations. The MUDs may also have the financial capacity to fund main extensions or utility rehabilitation for qualifying businesses.
<i>CHAPTER 380 AGREEMENT</i>	380 agreements could supplement the other tools to fund building demolition, environmental mitigation, and the costs of bringing existing buildings up to current standards.
<i>Source: Marsh Darcy Partners</i>	



## FM 1092 Corridor

There are currently 35 acres of vacant land within the FM 1092 corridor thus there is adequate land available to support potential development opportunities.

**TABLE 3.14: NONRESIDENTIAL ABSORPTION POTENTIAL FOR FM 1092**

<b>NODE</b>	<b>LAND USE</b>	<b>TIMING</b>	<b>SIZE</b>
Industrial	Flex-Space	5 - 10 Years	50K - 80K SF
Retail	Retail	5 - 10 Years	35K - 50K SF

Source: RCLCO

The resulting potential new taxable value if the development opportunities are realized could range from \$8 million to \$12 million.

**TABLE 3.15: LAND (ACRES) REQUIRED TO SUPPORT GROWTH OPPORTUNITIES**

	<b>FLEX/TECH 5 - 10 YEARS</b>	<b>RETAIL 5 - 10 YEARS</b>	<b>TOTAL ACREAGE</b>
Ratio (Building to Land)	3	4	
<b>FM 1092</b>			
Low	3.4	3.2	6.7
High	5.5	4.6	10.1

Source: Marsh Darcy Partners

The potential annual property tax revenue resulting from this new value could range from \$41,000 to \$62,000.

**TABLE 3.16: POTENTIAL PROPERTY VALUE INCREASES**

	<b>FLEX/TECH 5 - 10 YEARS (1)</b>	<b>RETAIL 5 - 10 YEARS (2)</b>	<b>TOTAL ACREAGE</b>
Value/Acre (including Improvements)	\$1,057,073	\$1,363,618	
<b>FM 1092</b>			
Low	\$3,640,057	\$4,382,610	\$8,022,667
High	\$5,824,091	\$6,260,872	\$12,084,963

(1) Based on average of selected Lakeview Business Park properties  
 (2) Based on land @ \$2.55/SF of land (Texas Parkway average) and improvements at \$115/SF of building

Source: Marsh Darcy Partners

**TABLE 3.17: POTENTIAL NEW ANNUAL PROPERTY TAX REVENUES**

	<b>FLEX/TECH 5 - 10 YEARS</b>	<b>RETAIL 5 - 10 YEARS</b>	<b>TOTAL</b>
Tax Rate	\$0.52844	\$0.52844	
<b>FM 1092</b>			
Low	\$18,851	\$22,696	\$41,547
High	\$30,161	\$32,423	\$62,585
<i>Source: Marsh Darcy Partners</i>			

In addition to annual property tax generation, potential long term retail sales growth could generate additional annual sales taxes. The resulting potential annual sales tax revenue could range from \$122,000 to \$175,000.

**TABLE 3.18: POTENTIAL NEW ANNUAL SALES TAX REVENUES**

	<b>RETAIL (5 - 10 YEARS)</b>
Sales/SF	\$350
<b>FM 1092</b>	
Low	\$122,500
High	\$175,000
<i>Source: Marsh Darcy Partners</i>	

**FM 1092 RECOMMENDATIONS**

To create the most favorable environment to capture the identified opportunities, the following actions are recommended:

- Be open to the re-purposing of vacant retail buildings to new non-retail purposes; and
- Create a new zoning category that will accommodate the “flex space” buildings that will support the logistics and distribution uses.

**TABLE 3.19: FM 1092 USES OF ECONOMIC DEVELOPMENT TOOLS**

<b>ECONOMIC DEV. TOOL</b>	<b>FM 1092 POTENTIAL USE</b>
<i>TAX ABATEMENT</i>	Tax abatements should be reserved for primary employers that meet the City’s tax abatement guidelines. “Flex space” buildings that support logistics and distribution uses should be the highest priority candidates in this corridor.
<i>TAX INCREMENT REINVESTMENT ZONE #1</i>	The east side of this corridor is within TIRZ #1. Vacant property on the west side of FM 1092 should be considered for annexation into the TIRZ on a case by case basis for qualifying businesses. Developers can be reimbursed for their qualifying investments to public infrastructure (water, sewer, drainage, roadways, traffic improvements) necessary for the expansion, relocation, or new development of desired uses. The highest priority would be public infrastructure that will facilitate the transition vacant land to market-based opportunities. TIRZ financing can be utilized for commercial development that is consistent with the comprehensive plan and the City’s goals.
<i>MUNICIPAL UTILITY DISTRICT</i>	The City, through the Northeast Oyster Creek Utility Service Area, or in partnership with existing MUDs within the corridor could provide connection fee waivers or utility fee discounts to desired business expansions or relocations. The MUDs may also have the financial capacity to fund main extensions or utility rehabilitation for qualifying businesses.
<i>CHAPTER 380 AGREEMENT</i>	380 agreements could supplement the other tools to fund building demolition, environmental mitigation, and the costs of bringing existing buildings up to current standards.
Source: Marsh Darcy Partners	



## Fort Bend Parkway Corridor

The market opportunity analysis projects the absorption potential for various land uses in the Fort Bend Parkway corridor assuming that a lifestyle center environment can create a walkable, amenity rich destination area.

**TABLE 3.20: NONRESIDENTIAL ABSORPTION POTENTIAL FOR FM 1092**

<b>NODE</b>	<b>LAND USE</b>	<b>TIMING</b>	<b>SIZE</b>
Lifestyle Center	Retail	7 - 10 Years	130K - 150K SF
Community Center	Office	10+ Years	50K - 100K SF*
	Retail	3 - 5 Years	200K - 250K SF
* Note: Market support arises from a lifestyle center creating a walkable, amenity-rich place.			
Source: RCLCO			

The analysis provides that demand for certain higher density residential uses that would be set in the lifestyle center environment, including a multi-story urban residential product up to 40 units/acre, supported by structured parking. It is estimated that 300 - 600 residential units could be supported.

There are currently 96 acres of vacant land within the corridor thus there is adequate land available to support the projected potential opportunities.

**TABLE 3.21: LAND (ACRES) REQUIRED TO SUPPORT GROWTH OPPORTUNITIES**

	<b>COMMUNITY RETAIL 3 - 5 YEARS</b>	<b>LIFESTYLE OFFICE 10+ YEARS</b>	<b>LIFESTYLE RETAIL 7 - 10+ YEARS</b>	<b>HIGH DENSITY RESIDENTIAL</b>	<b>TOTAL ACREAGE</b>
Ratio (Building to Land)	4	3	3	Estimate	
<b>FORT BEND PARKWAY</b>					
Low	18.4	3.4	9.0	8	38.8
High	23.0	6.9	10.3	16	56.2
Source: Marsh Darcy Partners					

The resulting potential new taxable value if the development opportunities are realized could range from \$49.1 million to \$63.4 million, with the total values including a potential lifestyle residential product ranging from \$89.1 million to \$143.4 million.

**TABLE 3.22: POTENTIAL PROPERTY VALUE INCREASES**

	<b>COMMUNITY RETAIL 3 - 5 YEARS (1)</b>	<b>LIFESTYLE OFFICE 10+ YEARS (2)</b>	<b>LIFESTYLE RETAIL 7 - 10+ YEARS (2)</b>	<b>HIGH DENSITY RESI- DENTIAL (3)</b>	<b>TOTAL WITHOUT RESI- DENTIAL</b>	<b>TOTAL WITH RESI- DENTIAL</b>
Value/Acre (including improvements)	\$1,905,750	\$1,140,176	\$1,140,176			
<b>FORT BEND PARKWAY</b>						
Low	\$35,000,000	\$3,926,225	\$10,208,186	\$40,000,000	\$49,134,411	\$89,134,411
High	\$43,750,000	\$7,852,451	\$11,778,676	\$80,000,000	\$63,381,127	\$143,381,127
<i>(1) Based on land @ \$15/SF of land (SH 6 average) and improvements</i>						
<i>(2) Based on Pearland Town Center</i>						
<i>(3) Based on Value/Unit: Lifestyle: \$125,000</i>						
Source: Marsh Darcy Partners						

The potential annual property tax revenue resulting from this new value could range from \$254,000 to \$328,000, with the total annual property tax revenues including a potential lifestyle residential products ranging from \$461,000 to \$742,000.

**TABLE 3.23: POTENTIAL NEW ANNUAL PROPERTY TAX REVENUES**

	<b>COMMUNITY RETAIL 3 - 5 YEARS</b>	<b>LIFESTYLE OFFICE 10+ YEARS</b>	<b>LIFESTYLE RETAIL 7 - 10+ YEARS</b>	<b>HIGH DENSITY RESI- DENTIAL</b>	<b>TOTAL WITHOUT RESI- DENTIAL</b>	<b>TOTAL WITH RESI- DENTIAL</b>
Tax Rate	\$0.52844	\$0.52844	\$0.52844	\$0.52844		
<b>FORT BEND PARKWAY</b>						
Low	\$181,255	\$20,333	\$52,865	\$207,148	\$254,453	\$461,601
High	\$226,569	\$40,666	\$60,998	\$414,297	\$328,233	\$742,530
Source: Marsh Darcy Partners						

In addition to annual property tax generation, a potential new community and lifestyle retail supported by a mixed use lifestyle center could generate potential annual sales tax revenue ranging from \$1 million to \$1.3 million.

**TABLE 3.24: POTENTIAL NEW ANNUAL SALES TAX REVENUES**

	<b>COMMUNITY RETAIL 3 - 5 YEARS</b>	<b>LIFESTYLE RETAIL 7 - 10+ YEARS</b>	<b>TOTAL</b>
Sales/SF	\$300	\$350	
<b>FORT BEND PARKWAY</b>			
Low	\$600,000	\$455,000	\$1,055,000
High	\$750,000	\$525,000	\$1,275,000
<i>Source: Marsh Darcy Partners</i>			

**FORT BEND PARKWAY RECOMMENDATIONS**

To create the most favorable environment to capture the identified opportunities, the following actions are recommended:

- Maintain as much of the corridor in commercial zoning categories.
- Encourage mixed retail and high density residential uses “lifestyle” type developments through the use of planned developments with commensurate financial incentives.
- Encourage office uses to create local employment opportunities for residents to reduce the need for out-migration of the workforce

**TABLE 3.25: FORT BEND PARKWAY USES OF ECONOMIC DEVELOPMENT TOOLS**

<b>ECONOMIC DEVELOPMENT TOOL</b>	<b>FORT BEND PARKWAY POTENTIAL USE</b>
<i>TAX ABATEMENT</i>	Tax abatements should be reserved for primary employers that meet the City’s tax abatement guidelines. Office uses should be the highest priorities in this corridor.
<i>TAX INCREMENT REINVESTMENT ZONE #1</i>	Developers can be reimbursed for their qualifying investments to public infrastructure (water, sewer, drainage, roadways, traffic improvements) necessary for the construction of new development of desired uses. The highest priority would be construction of regional utilities and transportation infrastructure, consistent with the City’s utility and transportation plans, that will facilitate the desired end uses. TIRZ financing can be utilized for the mixed use lifestyle development that is consistent with the comprehensive plan and the City’s goals.
<i>MUNICIPAL UTILITY DISTRICT</i>	Creation of new MUD(s) should be considered only when they are utilized as a financing mechanism with all infrastructure ownership and operation being transferred to the City.
<i>HOTEL OCCUPANCY TAX</i>	Funds could potentially be utilized for uses or in conjunction with a lifestyle center that would promote additional hotel visitors to the City.
<i>CHAPTER 380 AGREEMENT</i>	380 agreements, utilizing sales tax increment, could be utilized to facilitate the desired mixed use retail lifestyle uses.
<i>Source: Marsh Darcy Partners</i>	

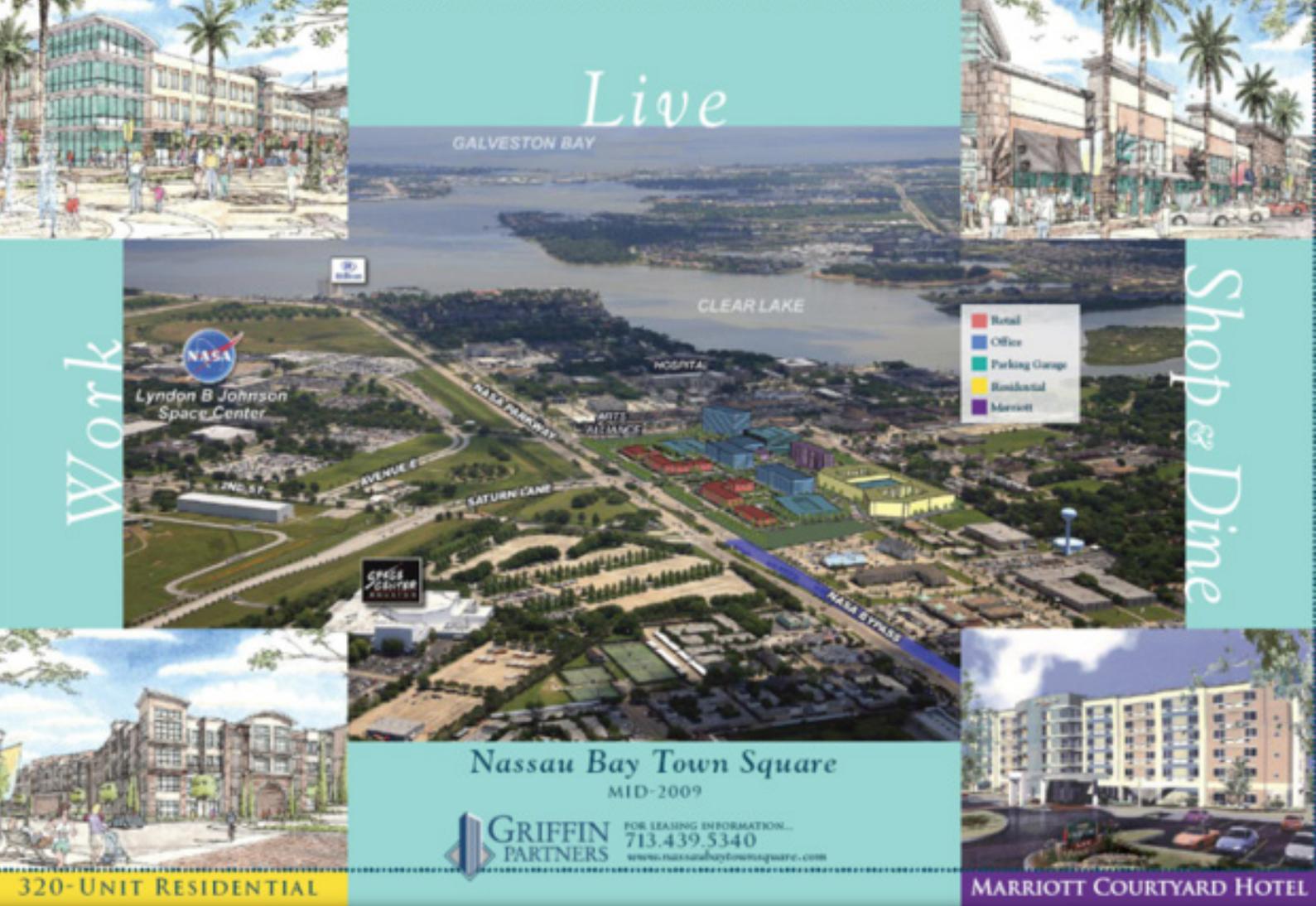
## CASE STUDIES

The following section describes three relevant case study examples from similar cities where economic development efforts have been pursued and desired outcomes, including revenue generation, have been achieved. The following examples include:

- Nassau Bay Town Square (Nassau Bay, Texas)
- Shadow Creek Ranch (Pearland, Texas)
- Downtown Midland (Midland, Texas).

Each case study also presents issues specific to each location, as well as the targeted solutions used to address them and the lessons learned in each scenario. The conclusions drawn from the analysis of the case studies are summarized in the following bullets:

- Plan and budget for implementation from the outset by including estimates for implementation costs in the planning exercise
- Decide who's going to "own" the plan and be responsible for its implementation, find and dedicate resources
- Engage private sector partners, especially development community in both planning and implementation
- Honestly evaluate your staff's capacity and garner their input on options
- Utilize special district options for providing support to staff or out-source tasks and reimburse City costs of implementation



## Case Study: Nassau Bay Town Square (Nassau Bay, Texas)

### Issues:

- Tired, dated retail/commercial
- Deteriorating apartments located on prime waterfront
- City has no vacant land

### Solution:

- City engages in master plan process in 2004
- City determines incentives
- City solicits developer interest in 2005
- City creates MD and TIRZ 2007
- 32- acre City core began redevelopment in 2008

### Lessons Learned:

- City determined through planning process that it was willing to actively engage in economic development
- City planned and budgeted for implementation from the beginning
- City actively pursued private sector partners to implement plan
- City is using its special districts as funding to out-source implementation to consultant team and to reimburse City for its cost of implementation



## Case Study: Shadow Creek Ranch (Pearland, TX)

### Issues:

- Large portion of ETJ is in fractured ownership, no utilities, at risk for poor quality development
- Area fronts west side of SH 288
- City unable to provide services

### Solution:

- City partners with private developer
- Project specific infrastructure reimbursed through MUDs
- General benefit infrastructure funded by TIRZ, including match for TX-DOT improvements for SH 288 frontage road

### Lessons Learned:

- City was able to influence the quality and timing of the development
- City and Developer entered into development agreements that clearly delineated roles and responsibilities
- City's regulatory environment and entitlement process supported goals of the development
- Be sure to document the need early, because success may lead to "it would have happened anyway" mind-set

# Case Study: Downtown Midland (Midland, TX)

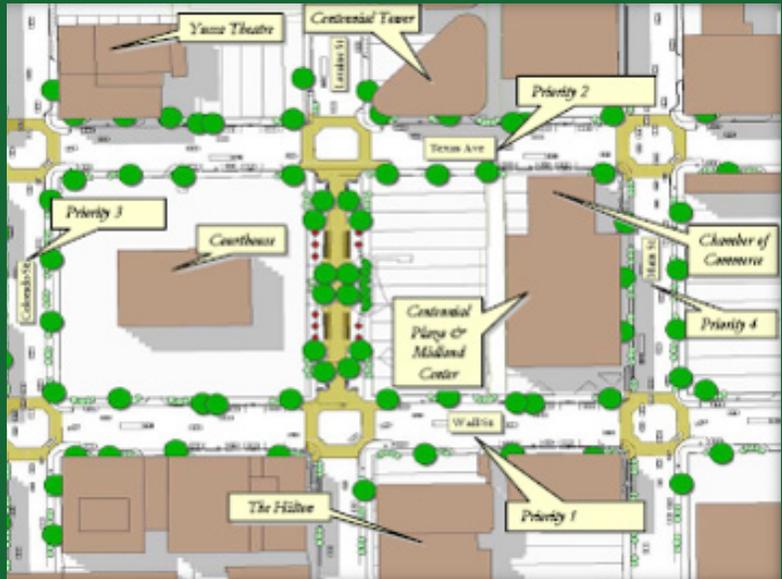


## Issues:

- \$60 million decline in tax base in 1990's
- 7 times the office space of any city its size, roughly 40% vacant
- Absentee ownership unmotivated
- City familiar with boom-bust cycles

## Solution:

- City charges Downtown Midland Inc. with revitalization strategy
- City creates TIRZ and MD, passes 4b
- City develops Downtown Master Plan
- City secures TX DOT funding for Downtown improvements
- TIRZ participates in affordable housing project in 2006
- MD demolishes 1 building in 2008 for new parking
- In 2009 MD will draft new 10 year service plan



## Lessons Learned:

- City had to break its boom-bust mentality and realize decline was near- and long-term risk
- City embarked on economic diversification goal
- City engaged strong property owner base as partner
- City planned to infuse resources as needed from the beginning
- City focused on revitalization strategy and followed long-range implementation plan with its TIRZ, MD, Downtown Master Plan and its 2025 Plan



4

# CHAPTER FOUR

*Future Land Use Plan*

## PURPOSE

How, when and where land is used in a community affects so much else including traffic circulation, utility infrastructure needs, housing choices, the natural environment, and the proximity of shopping, parks and schools. These factors also play a role in shaping the community's appeal for business activity and economic investment. This core chapter is intended to ensure that community expectations for compatible land use and development quality are met.

The following pages provides a connection between the vision statements and recommended actions to the City's land area. A benchmark inventory of the City's existing land uses is provided to form the basis for an update to the City's Future Land Use and Character map, adopted with the 2009 Comprehensive Plan. The 2009 Plan focused on "community character" to consider the arrangement and design of buildings, their associated sites, and entire neighborhoods and districts; the updated Future Land Use Plan (FLUP). This updated Plan continues this approach however uses the broad character district instead of the sub-districts to provide for the policy recommendations of this Plan.



### Top Community Priorities:

(for the next 2 years)

- *Maintenance of City streets, sidewalks and infrastructure*
- *Flow of traffic and congestion management*





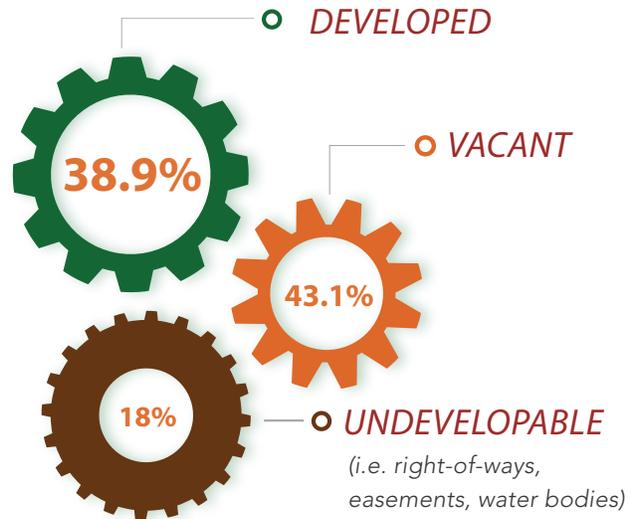
OBSERVATION TOWER

## EXISTING LAND USE INVENTORY

The planning area consists of 35,700 acres; approximately 19,390 within the city limits and 16,317 within the ETJ. Of that acreage, single-family residential remains the City’s most common land use, comprising nearly a quarter of all land in the planning area. Non-residential land uses, including retail/commercial, office and industrial uses make up about 4 percent of the land area.

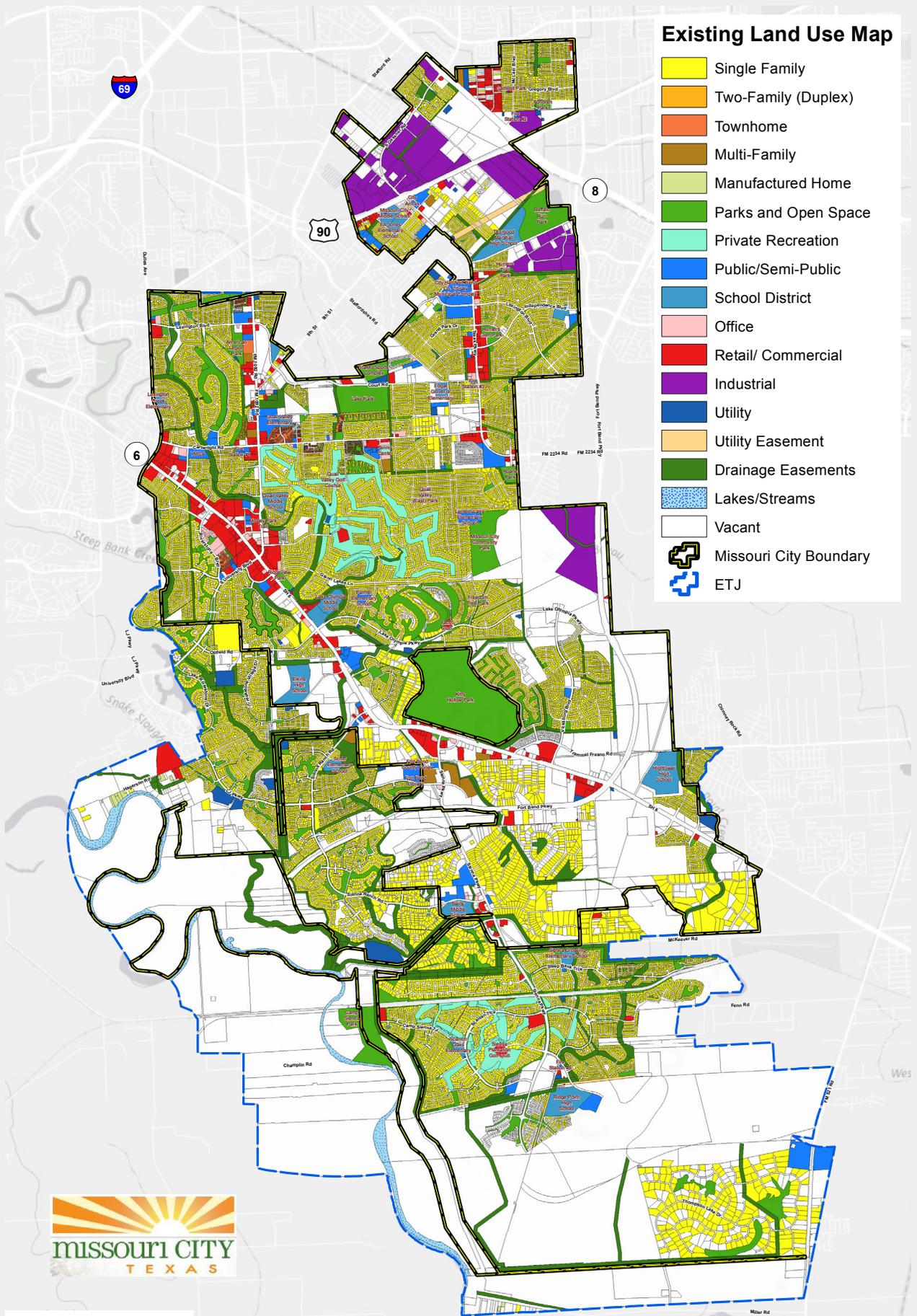
Though nearly 43 percent of the land area presently consists of vacant land, the majority of such land is located within the ETJ and is contained within the master plan for the Sienna Plantation community. This master plan designates that the bulk of this land area will continue the same land use pattern, consisting mainly of single-family residential uses.

**FIGURE 4.1: DEVELOPED VERSUS UNDEVELOPED LAND**



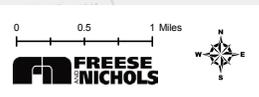
**TABLE 4.1: EXISTING LAND USE INVENTORY**

COLOR KEY	LAND USE	CITY LIMITS	ETJ	TOTAL PLANNING AREA (ACRES)	TOTAL PLANNING AREA (%)
<b>RESIDENTIAL USES</b>					
	Single-Family Residential	5,332	3,080	8,412	23.61%
	Two-Family (Duplex)	13	-	13	0.04%
	Townhome	72	-	72	0.20%
	Multi-Family Residential	80	10	90	0.25%
	Manufactured Home	4	16	20	0.06%
<b>PUBLIC USES</b>					
	Parks and Open Space	1,082	1,173	2,255	6.33%
	Private Recreation	402	231	633	1.78%
	Public / Semi-Public	308	99	407	1.14%
	School District	370	96	466	1.09%
-	Right-of-Way	2,584	1,078	3,662	10.28%
-	Railroad Right-of-Way	0	85	85	0.24%
	Utility	65	110	175	0.49%
	Utility Easement	40	49	89	0.25%
	Drainage Easements	1,121	911	2,032	5.70%
	Lakes/Streams	124	233	357	1.00%
	Vacant	6,298	9,063	15,362	43.12%
<b>NON-RESIDENTIAL USES</b>					
	Office	88	-	88	0.25%
	Retail / Commercial	689	84	773	2.17%
	Industrial	718	-	718	2.02%
	<b>Total</b>	<b>19,390</b>	<b>16,317</b>	<b>35,707</b>	<b>100%</b>



### Existing Land Use Map

- Single Family
- Two-Family (Duplex)
- Townhome
- Multi-Family
- Manufactured Home
- Parks and Open Space
- Private Recreation
- Public/Semi-Public
- School District
- Office
- Retail/ Commercial
- Industrial
- Utility
- Utility Easement
- Drainage Easements
- Lakes/Streams
- Vacant
- Missouri City Boundary
- ETJ



**MAP 4.1: EXISTING LAND USE MAP (2015)**

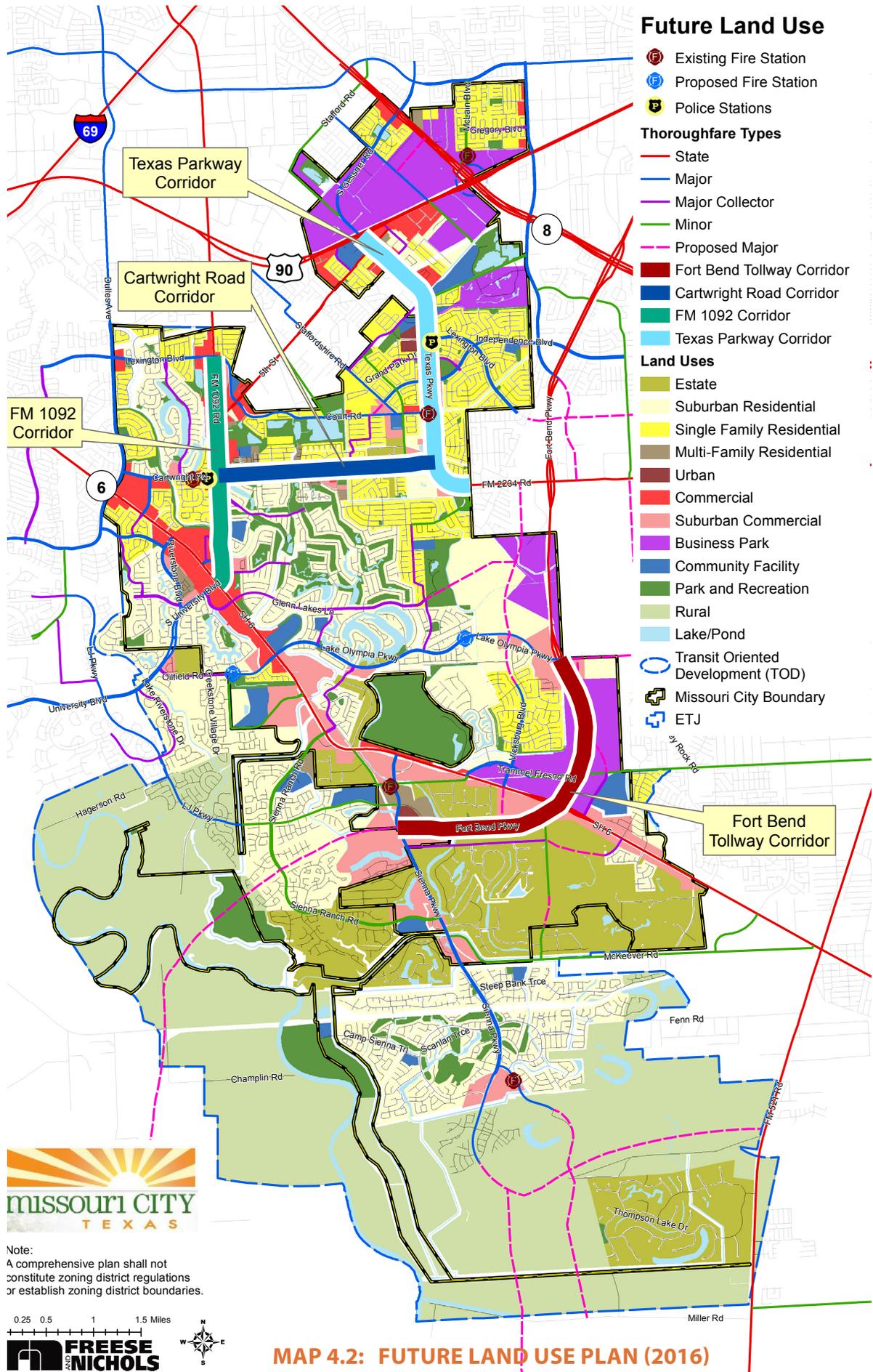
## FUTURE LAND USE PLAN

The update to the Future Land Use Plan is an illustration of the City’s overall vision. The FLUP continues forward the character district designations adopted with the 2009 Comprehensive Plan and takes into consideration the recommended actions as it pertains to four of the City’s corridors (Texas Parkway; Cartwright Road; FM 1092; and Fort Bend Parkway tollroad).

### The Difference Between a Planning and Zoning Map

<i>FUTURE LAND USE PLAN</i>	VS.	<i>ZONING DISTRICT MAP</i>
<i>PURPOSE</i>		<i>PURPOSE</i>
<ul style="list-style-type: none"> <li>• Vision for the future use of land and the character of development in the community.</li> <li>• High-level, general development plan.</li> </ul>		<ul style="list-style-type: none"> <li>• Basis for applying unique land use regulations and development standards in different areas of the City.</li> <li>• Micro-level, site-specific focus.</li> </ul>
<i>USE</i>		<i>USE</i>
<ul style="list-style-type: none"> <li>• A guide for City zoning and related decisions (zone change/variance applications, etc.).</li> <li>• Provides a baseline for monitoring the consistency of actions and decisions with the City’s adopted Comprehensive Plan.</li> </ul>		<ul style="list-style-type: none"> <li>• Regulating development as it is proposed, or as sites are positioned for the future (by the owner or the City) with appropriate zoning.</li> </ul>
<i>INPUTS AND CONSIDERATIONS</i>		<i>INPUTS AND CONSIDERATIONS</i>
<ul style="list-style-type: none"> <li>• Inventory of existing land use in the City.</li> <li>• Developing better area character and identity as a core planning focus along with basic land uses.</li> <li>• The map includes a notation required by Texas Local Government Code Section 213.005: <i>“A comprehensive plan shall not constitute zoning regulations or establish zoning district boundaries.”</i></li> </ul>		<ul style="list-style-type: none"> <li>• The FLUP is referenced for general guidance.</li> <li>• Other community objectives, such as economic development, redevelopment, flood prevention, etc.</li> <li>• Zoning decisions that are not compliant with the FLUP will need to be updated or changed when the Comprehensive Plan is next updated.</li> </ul>

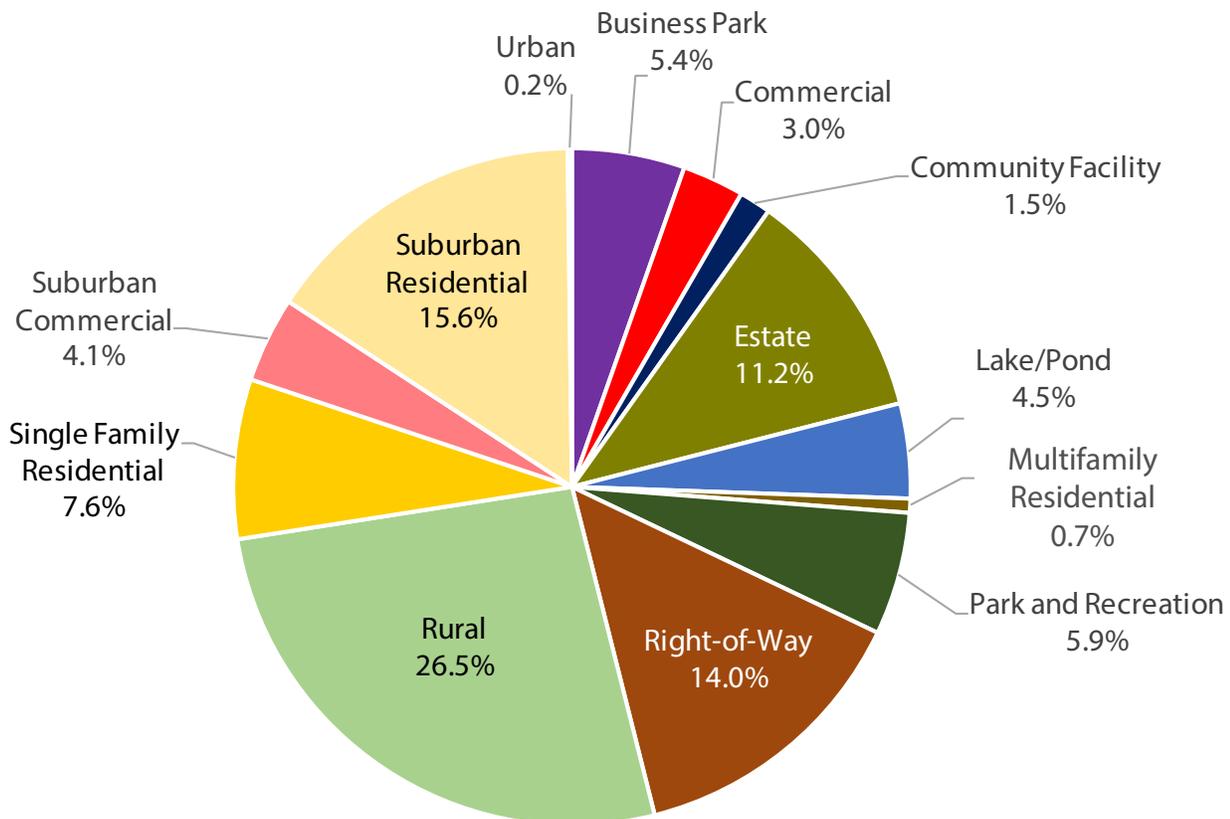
*When using these maps, users should be aware that the terms used in Future Land Use character designations and zoning district designations may use similar terminology, however, typically have different meanings (i.e. Suburban Residential - SD zoning versus Suburban Residential character).*



**TABLE 4.2: FUTURE LAND USE PLAN PROJECTIONS**

COLOR KEY	LAND USE	CITY LIMITS	ETJ	TOTAL PLANNING AREA (ACRES)
<b>RESIDENTIAL USES</b>				
	Estate Residential	2,244	1,745	3,989
	Single Family Residential	2,675	46	2,721
	Multifamily Residential	219	22	241
	Suburban Residential	2,939	2,625	5,564
<b>PUBLIC USES</b>				
	Parks and Recreation	1,279	815	2,094
	Right-of-Way	3,355	1,636	4,991
	Lake / Pond	1,000	617	1,617
<b>NON-RESIDENTIAL USES</b>				
	Urban	72	-	72
	Commercial	1,055	1	1,056
	Commercial Facility	431	108	539
	Suburban Commercial	1,122	334	1,456
	Business Park	1,923	-	1,923
	Rural	1,078	8,367	9,445
	<b>Total</b>	<b>16,451</b>	<b>16,317</b>	<b>35,706</b>

**FIGURE 4.2: FUTURE LAND USE PROJECTION PERCENT OF LAND AREA**





*Number of Planned Households in the ETJ (2016)*

<i>Total Number of Platted Lots:</i>	12,879
<i>Total Number of Constructed Lots:</i>	8,113
<i>Total Number of Vacant Lots:</i>	4,766.

*Development Patterns in the ETJ*

*In 2016, the City has approved a total of 12,879 platted residential lots in the ETJ. Of those platted lots, 8,113 have been constructed and 4,766 remain vacant. The primary land use in the ETJ is classified as single-family residential with over 3,000 acres of existing residential. With over 9,063 acres of vacant land remaining in the ETJ and 6,298 within the city limits, it has become a priority for the City to encourage infill development and redevelopment rather than continue to expand outward due to the cost burden of providing infrastructure in relatively undeveloped areas, and the need for economic revitalization along key corridors.*

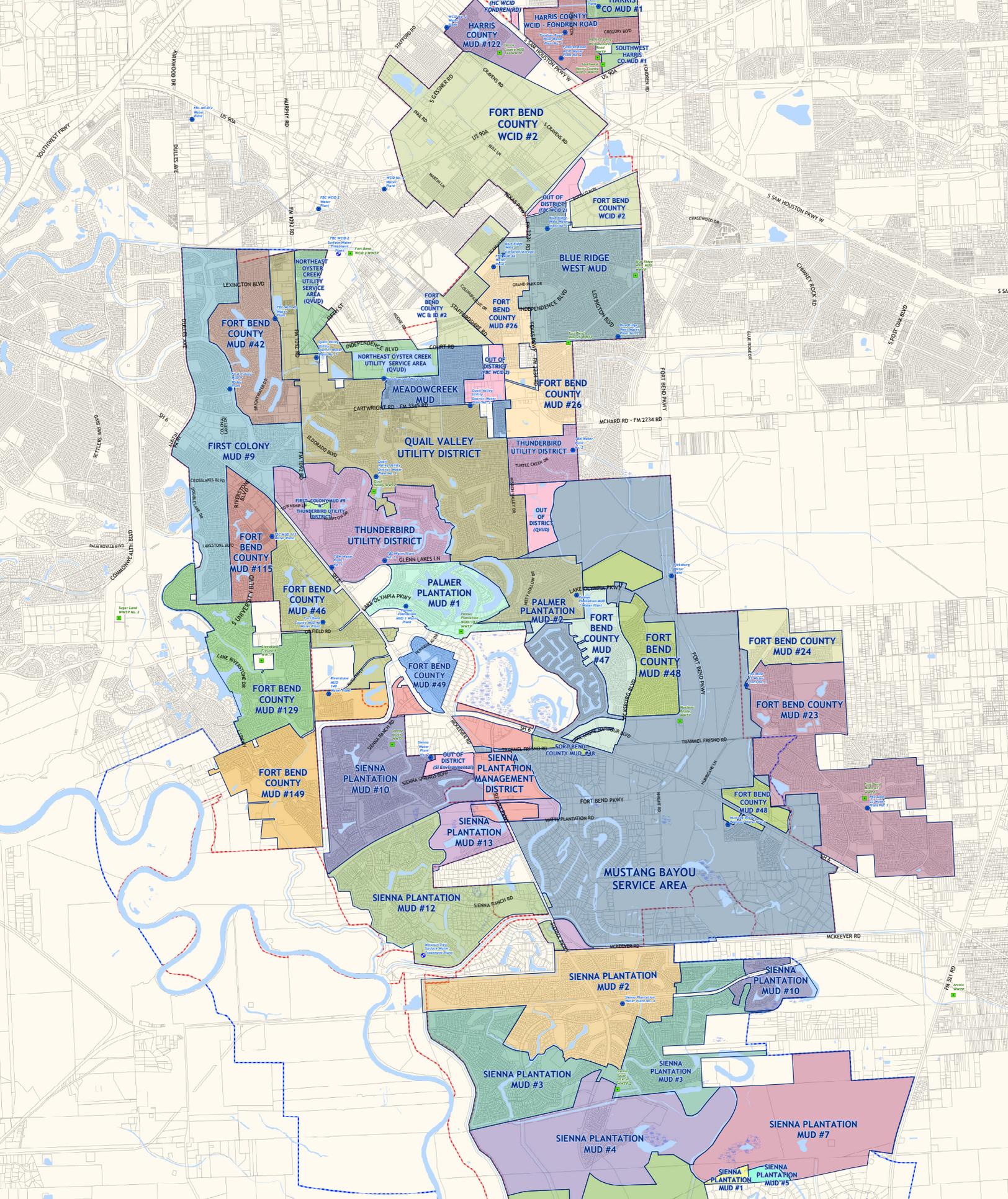




## MUNICIPAL UTILITY DISTRICTS (MUDS) IN MISSOURI CITY

Municipal Utility Districts are special districts that operate as independent, limited governments. MUDs are a political division of the State of Texas and can be created by either the State's Legislature or the Texas Commission on Environmental Quality (TCEQ). MUDs are designed to provide an alternative financing structure for the construction and provision of infrastructure including roadways, water, sewer and drainage. MUDs are managed by a publicly elected Board and can assess property taxes and user fees. Presently, there are 26 MUDs within the planning area, that provide essential utilities services. To date, nearly all of the City's growth has been accommodated through these special utility districts. The City has explored long-term options to regionalize utility systems operating within the planning area as a means to promote capital and operational efficiencies, good environmental stewardship, and equitable, broad-based rate structures.

Source: City of Missouri City, [www.missouricitytx.gov](http://www.missouricitytx.gov)



**MAP 4.3: MUD DISTRICTS (2015)**

### *Character Districts:*

- Rural
- Estate
- Suburban Residential
- Single-Family Residential
- Multi-Family Residential
- Suburban Commercial
- Commercial/Retail
- Urban
- Business Park
- Community Facility
- Park and Recreation
- Water

## Character District Definitions

The character district designations were designed to establish the pattern and intended character of future development and redevelopment. The descriptions express the general intent and rationale for the land use designations. More specific dimensional requirements and development and design standards are articulated through the City's zoning and subdivision ordinances and other implementing regulations.

***RURAL CHARACTER.*** This designation is for areas with large acreages (scattered homesteads and pasture land) and very large lot developments. It may also include clustered residential development that is offset by a high percentage of open space on the overall tract. Rural character is usually found in areas on the fringe of the City where adequate infrastructure (i.e. improved streets, water/sewer service, fire capacity, etc.) is not yet available—or must be provided for cluster development.

### *Keys to Rural Character*

- *Wide open landscapes, with no sense of enclosure, and views to the horizon unbroken by buildings.*
- *Structures are in the background—or invisible entirely as they blend into the landscape.*
- *Very high open space ratios and very low building coverage.*
- *Greater building separation than even Estate areas, providing privacy and detachment from neighboring dwellings.*
- *Much greater reliance on natural drainage systems, except where altered significantly by agricultural operations.*
- *City residents and tourists attracted by opportunities for country drives and longer distance recreational biking.*
- *A more pleasant environment for walking and biking, especially on off-street trail systems.*



## **Missouri City Major Projects 2014-2015**

- Texas Parkway Signal Mast Arms and Improvements
- Kitty Hollow Park/Vicksburg Regional Trail: Construction
- Bike Land Program: Phase I
- ITS: Upgrades
- Old Community Center: Accessibility Improvements
- Police Memorial Maintenance
- Public Safety Signage Improvement
- IT Area Improvements
- Lexington Improvement Project
- Vicksburg Parkway Extension
- Hurricane Lane Extension

Source: Missouri City Strategic Plan (2014)



**Rural Character Example**

**ESTATE CHARACTER.** This designation is for large lot development generally on the fringes, but should also be available within the City so this character and lifestyle setting is not limited only to the ETJ. The minimum lot size is typically one acre or larger (i.e. large enough to allow for on-site versus centralized water and wastewater service, consistent with applicable regulations, although some Estate areas may have public services).

**SUBURBAN CHARACTER (SUBURBAN RESIDENTIAL AND SUBURBAN COMMERCIAL).** This designation is for areas where both residential and commercial development forms result in a more green, open feel compared to more intensively developed areas where buildings, parking areas, and other improvements cover more of their sites. In Suburban Residential areas, there is more separation between homes (whether through larger minimum lot sizes or setbacks), and the intervening spaces are devoted more to trees and vegetation than paved surfaces. Some development that have relatively small lots or closely spaced dwellings may still achieve a Suburban character if they include gold courses, significant water features, or other common open space that offsets the residential density on a portion of the overall site. This set-aside open space can be devoted to parks and greenways, to buffer adjacent uses, and/or to preserve wooded areas or stream corridors. A certain percentage of other types of housing such as patio, village and twin homes could be allowed in a Suburban residential area subject to density limitations and other design criteria to preserve the character and ensure compatibility.

The predominance of “green” versus “gray” is also necessary for commercial development to achieve a Suburban character (usually through application of site and building design standards). Suburban commercial development is appropriate for office, retail and service uses abutting residential neighborhoods (subject to scale limitations and “residential in appearance” design standards) and in other areas where the community’s image and aesthetic value is to be promoted, such as at gateways and along high profile corridors.

### *Keys to Suburban Character*

- More horizontal development, often even more spread out than auto-oriented designs.
- Space enclosure, if any, provided by trees and vegetation versus buildings.
- Even larger building setbacks from streets than in auto-oriented design, but usually providing for more green and open spaces versus surface parking along street frontages.
- More building separation, through larger setbacks and, in some cases, larger lots.
- Much lower lot coverage and a correspondingly higher open space ratio on sites.
- More extensive and intensive landscaping than in Urban and auto-oriented settings.
- More opportunity for natural drainage and storm water absorption versus concentrated storm water runoff and conveyance.
- A more pleasant environment for walking and biking, especially on off-street trail systems.
- Alley access and rear parking sometimes incorporated for aesthetic reasons more than the space limitations found in Urban areas.



Estate Character Example in Sienna Plantation



Suburban Commercial Example

**AUTO-ORIENTED CHARACTER (SINGLE-FAMILY RESIDENTIAL, MULTI-FAMILY RESIDENTIAL, AND COMMERCIAL).** This designation typically covers most areas identified for commercial uses where accommodation of automobile access, circulation, and parking drives the placement of buildings and overall site design. In residential areas, an Auto-Oriented character is evident where driveways and garages are the most prominent feature along neighborhood streets. In such areas, homes are relatively close together and individual lots have less extensive yard and landscape areas compared to the more open, green feel of a Suburban neighborhood. This development form often provides for areas of more affordable housing within the community. A reduction in lot size may be allowed in exchange for a higher percentage of open space on the overall site (which could also satisfy drainage and parkland dedication requirements). Other moderate density housing types could be allowed provided there are buffering requirements and design standards to ensure compatibility and quality outcomes.

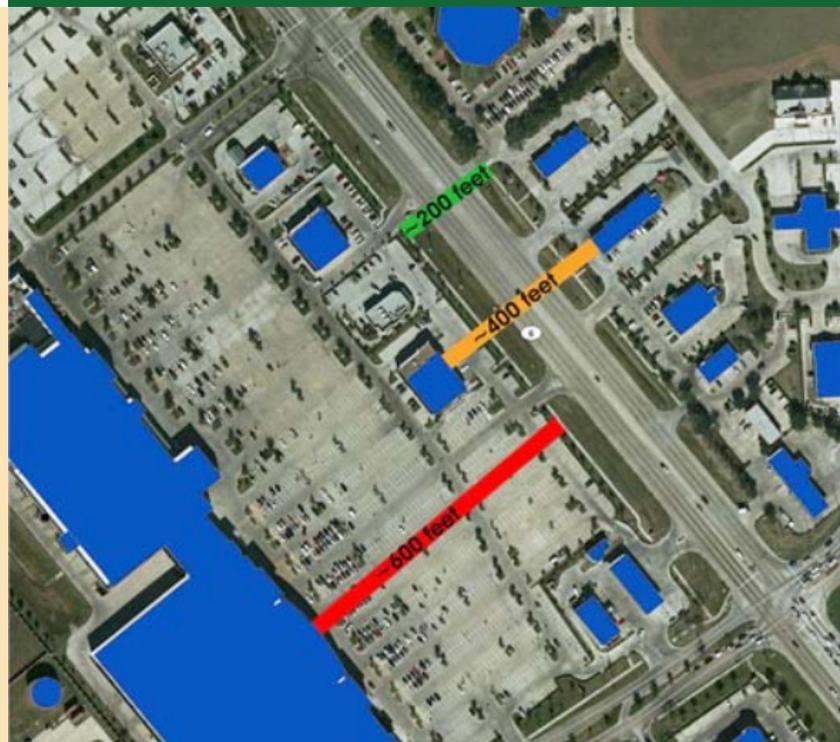
Many attached housing developments (i.e., townhouses, apartments, and condominiums) also take on an Auto-Oriented character unless design standards and landscaping requirements are sufficient to move the overall site design toward a Suburban character (or such housing types can be encouraged within Urban character areas).

*Auto-Oriented Commercial design along State Highway 6, characterized by substantial setback of principal buildings to accommodate sizable parking areas, pad structures surrounded by parking, a very high ratio of impervious surface relative to green space, and a wide open, very horizontal streetscape along the roadway.*

*Source: 2009 Comprehensive Plan*

### Keys to Auto-Oriented Character

- More horizontal development (mostly one- to two-story buildings)
- Building set back from streets, often to accommodate surface parking at the front.
- A very open environment, with streets and other public spaces not framed by buildings or vegetation.
- Significant portions of commercial and industrial development sites devoted to access drives, circulation routes, and surface parking and loading/delivery areas, making pavement the most prominent visual feature.
- Smaller, narrow single-family lots dominated by driveways and front-loading garages, reducing yard and landscaping areas.
- Extent of impervious surface leads to increased storm water runoff.
- Auto-oriented commercial often not conducive for pedestrian circulation.
- Structured parking generally not feasible or practical.





Auto-Oriented Character Example



### *Keys to Urban Character*

- More vertical development (minimum two-story buildings).
- Zero or minimal front setbacks (building entries and storefronts at the sidewalk).
- Streets and other public spaces framed by buildings.
- Minimal surface parking (on-street and structured parking).
- Most conducive for pedestrian activity and interaction.
- Housing types range from small single-family to attached residential (i.e., brownstones, townhouses) and multi-family residential, often with alley access and/or rear garages.

**URBAN CHARACTER.** This designation is for areas where the most intensive site development within the community should be permitted. This may include small lot single family neighborhoods and development with attached dwellings. Due to the density, mixed use is often warranted, which could include commercial and office uses either as a stand-alone building or vertically integrated (i.e., first floor retail with residential units above), as well as live-work units. To create an Urban character, buildings must be of a minimum rather than maximum height and must be situated close to the street to create enclosure. Parking garages also contribute to an Urban character by removing surface parking, creating additional building height and bulk, and offering further opportunities for ground-level storefronts and office space. An Urban designation is appropriate adjacent to main thoroughfares and transit corridors if adequate buffering and separation from adjacent, less intensive character areas is provided.

**BUSINESS PARK.** This designation typically covers most areas identified for commercial uses where accommodation of automobile access, circulation, and parking drives the placement of buildings and overall site design. In residential areas, an Auto-Oriented character is evident where driveways and garages are the most prominent feature along neighborhood streets. In such areas, homes are relatively close together and individual lots have less extensive yard and landscape areas compared to the more open, green feel of a Suburban neighborhood. This development form often provides for areas of more affordable housing within the community. A reduction in lot size may be allowed in exchange for a higher percentage of open space on the overall site (which could also satisfy drainage and parkland dedication requirements). Other moderate density housing types could be allowed provided there are buffering requirements and design standards to ensure compatibility and quality outcomes.

**COMMUNITY FACILITIES.** This designation typically covers most areas identified for commercial uses where accommodation of automobile access, circulation, and parking drives the placement of buildings and overall site design. In residential areas, an Auto-Oriented character is evident where driveways and garages are the most prominent feature along neighborhood streets. In such areas, homes are relatively close together and individual lots have less extensive yard and landscape areas compared to the more open, green feel of a Suburban neighborhood. This development form often provides for areas of more affordable housing within the community. A reduction in lot size may be allowed in exchange for a higher percentage of open space on the overall site (which could also satisfy drainage and parkland dedication requirements). Other moderate density housing types could be allowed provided there are buffering requirements and design standards to ensure compatibility and quality outcomes.

**PARKS AND RECREATION.** This designation typically covers most areas identified for commercial uses where accommodation of automobile access, circulation, and parking drives the placement of buildings and overall site design. In residential areas, an Auto-Oriented character is evident where driveways and garages are the most prominent feature along neighborhood streets. In such areas, homes are relatively close together and individual lots have less extensive yard and landscape areas compared to the more open, green feel of a Suburban neighborhood. This development form often provides for areas of more affordable housing within the community. A reduction in lot size may be allowed in exchange for a higher percentage of open space on the overall site (which could also satisfy drainage and parkland dedication requirements). Other moderate density housing types could be allowed provided there are buffering requirements and design standards to ensure compatibility and quality outcomes.



## FUTURE LAND USE CONSIDERATIONS

The City's past and current growth and development has been influenced by several factors, including the community's proximity within the Houston metropolitan area; the creation of municipal utility districts; and the location of major regional transportation networks including the Union Pacific railroad; the Sam Houston Tollroad/Beltway 8; US 90A; State Highway 6; and the Fort Bend Parkway tollroad. These factors will continue to influence the City's future growth patterns as the City works to address aging infrastructure and corridors; provide a better balance of land uses; and strategically focus development to maximum the remaining vacant land available for development.

It is the purpose of this Plan to provide strategies for future land use decisions that will best encourage infill development, redevelopment, and new development. Through the Plan update process and reflected by the community snapshot, a number of issues and concerns were expressed related to the City's continued growth and its capacity to accommodate increased demands. These discussions and analysis formed the basis of the FLUP.

The following are key considerations for promoting efficient growth and development in targeted areas of the City.

- Ensure ongoing coordination of land use, transportation, and utility and infrastructure planning.
- Use ongoing capital improvement programming to effectively plan for the design, construction, renovation, and/or extension of publicly-provided utilities and services.
- Pursue annexation and expansion of the City's jurisdictional boundaries in a strategic fashion, utilizing a full range of regulatory tools and fiscal approaches to manage growth.
- Promote commercial development and redevelopment activities in strategic areas to add to and balance the City's tax base and relieve the residential tax burden.
- Monitor the timing and extent of further improvements to transportation corridors and transit networks through Missouri City.
- Continuing to monitor and analyze the rate of development and further development interest in the ETJ

## CORRIDOR FUTURE LAND USE CONSIDERATIONS

The following section will assist the City in achieving a hierarchy for understanding which of the commercial development corridors (or areas within them) are the most opportunistic for development or redevelopment efforts. For each corridor, the character is outlined and future land use considerations made with regard to existing context, future market potential, and input from residents of the community.



MISSOURI CITY



### GENERAL INTENT:

- Allow future land uses to be more responsive to market realities
- Encourage infill with select residential products and primary employment facilities
- Utilize the HCC campus as an anchor to build upon

### COMPATIBLE FUTURE LAND USE CHARACTER DESIGNATIONS:

- Commercial
- Multi-Family Residential (limited to niche products; not typical suburban garden-style apartments)
- Business Park (north of 5th Street only)
- Allow age-restricted housing and assisted living options
- Create a new zoning district similar in nature to the existing Business Park (BP) zoning, but with a smaller-scale focus encouraging “flex-space” buildings (north of 5th Street only)

### RETAIL ZONING IMBALANCE:

There is an imbalance in the acreage dedicated to LC2 (Local Retail) and LC3 (Retail) in relation to the amount of retail trade that can be supported by the surrounding residential market area. Conversion of some of this acreage to other uses would restore a better balance of land uses.

### FUTURE LAND USE MAP:

The revised future land use map should designate the existing retail properties in this corridor as a potential “swing” area. Non-retail rezoning requests consistent with “flex-space” commercial, R3-R6 residential uses, and senior housing alternatives should receive positive consideration.

The future land use map needs to accommodate and respond to the new Houston Community College campus. The future land use map should recognize the future potential for commuter rail in the Highway 90A corridor, which could influence higher density residential and office uses if/when rail service becomes more certain.

### NEW ZONING DISTRICT:

A new land use category, similar in nature to the existing Business Park (BP) zoning, but with a smaller-scale focus encouraging “flex-space” buildings should be considered for portions of the corridor. To capitalize and spin off from the significant industrial/distribution activities occurring adjacent and north of this corridor, similar, but smaller-scale uses could be encouraged along Texas Parkway, or at least the northern portions of the corridor. Structures within this zoning category would be smaller than structures allowed in the Industrial classification and designed for flexible uses over time in lieu of architecture dedicated to a single use that becomes obsolete when uses change. A variety of lower intensity uses are suitable for this flex space include light manufacturing, show rooms, and small scale distribution and logistics. Typical tenants may include automotive part suppliers, energy-related companies, technology companies, and high-skill tech manufacturing. This new zoning district would be most appropriate north of 5th Street.

### HOUSING OPTIONS:

The aging population in the market area also implies an opportunity for more diverse housing options in the corridor. Uses such as R3 (Two Family), R4 (Patio Cluster), R5 (Townhome), and R6 (Condominium) would be likely be attractive alternative housing options. Age-restricted housing and assisted living options also fit into this revised land use mix.

Restoring the residential – retail balance could be facilitated by allowing some current retail uses to transition to these residential alternatives. Certainly not all of the retail should be converted, but converting a portion of the retail would create a better balance that would ultimately strengthen the quality and performance of the remaining retail uses.



## Cartwright Road Corridor

### *RETAIL ZONING IMBALANCE:*

There is an imbalance in the acreage dedicated to LC2 (Local Retail) and LC3 (Retail) in relation to the amount of retail trade that can be supported by the surrounding residential market area. Conversion of some of this acreage to other uses would restore a better balance of land uses.

### *FUTURE LAND USE MAP:*

The revised future land use map should designate the existing retail properties in this corridor as a potential “swing” area. Non-retail rezoning requests consistent with R3-R6 residential uses should receive positive consideration.

### *HOUSING OPTIONS:*

The aging population in the market area also implies an opportunity for more diverse housing options in the corridor. Uses such as R3 (Two Family), R4 (Patio Cluster), R5 (Town home), and R6 (Condominium) would be likely be attractive alternative housing options. Restoring the residential–retail balance could be facilitated by allowing some current retail uses to transition to these residential alternatives. Converting a portion of the retail acreage would create a better balance that would ultimately strengthen the quality and performance of the remaining retail uses.

### **GENERAL INTENT:**

- Allow future land uses to be more responsive to market realities
- Preserve and protect existing single family residential
- Allow under-utilized non-residential uses to transition to other uses

### **COMPATIBLE FUTURE LAND USE CHARACTER DESIGNATIONS:**

- Commercial
- Multi-Family Residential (limited to niche products; not typical suburban garden-style apartments)
- Allow age-restricted housing and assisted living options
- Allow small-scale medical and support facilities
- Allow other office/professional uses are acceptable, but demand is low



### GENERAL INTENT:

- Allow future land uses to be more responsive to market realities
- Expand allowable uses beyond retail orientation
- Allow office and “flex space” light manufacturing and distribution uses

### COMPATIBLE FUTURE LAND USE CHARACTER DESIGNATIONS:

- Commercial
- Business Park (north of Cartwright only)
- Allow new zoning district similar in nature to the existing Business Park (BP) zoning, but with a smaller-scale focus encouraging “flex-space” buildings (north of Cartwright only)

### GENERAL:

Most vacant land and future opportunities are in the northern portion of the corridor, north of Cartwright. South of Cartwright, there is significant retail competition with SH 6. Zoning changes to uses (such as LC-O) that may be needed to support office development should receive favorable consideration.

### FUTURE LAND USE MAP:

The future land use map should provide for office opportunities in addition to the current retail focus for this corridor.

### NEW ZONING DISTRICT:

A new land use category, similar in nature to the existing Business Park (BP) zoning, but with a smaller-scale focus encouraging “flex-space” buildings should be considered for portions of the corridor. Structures within this zoning category would be smaller than structures allowed in the Industrial classification and designed for flexible uses over time in lieu of architecture dedicated to a single use that becomes obsolete when uses change. A variety of lower intensity uses are suitable for this flex space include light manufacturing, show rooms, and small scale distribution and logistics. Typical tenants may include automotive part suppliers, energy-related companies, technology companies, and high-skill tech manufacturing. This new zoning district would be most appropriate north of Cartwright.



## Fort Bend Parkway Corridor

### *EMPLOYMENT CENTER OPPORTUNITY:*

The Fort Bend Parkway corridor (primarily north of SH 6) presents the best long-term opportunity for the City to diversify its tax base and create a primary-job employment center. The intersection of the Parkway and SH 6 has the potential to be an employment center comparable to those that exist at the intersection of SH 6 with other freeways/ Parkways in the Houston area.

Based on the large out-migration of Missouri City residents (70% commute more than 10 miles to their jobs), there is the potential to capture a significant workforce if suitable employment were available locally. The best opportunities for local employment growth are in the education, health services, specialized manufacturing, and research and development sectors.

### *FUTURE LAND USE MAP:*

The current Future Land Use Map for this corridor north of SH 6 denotes the corridor as Business Park. This designation connotes more intense industrial and warehouse uses. LC-O (Local Commercial – Office) would be more consistent with market demand and the City’s goals. LC-3 (Local Commercial) supporting larger and regional retail would be compatible in support of LC-O, but LC-O should be the dominant use driving support uses. MF-2 (Multi-family), but only within integrated mixed use urban- density environment governed by a Planned Development (PD), would also be an acceptable complementary use in support of the office environment promoted by the LC-O zoning. Rezoning requests that would cause encroachments by purely single family detached residential uses should not receive favorable consideration.

Vacant land adjacent to the corridor between SH 6 and Sienna Parkway should also be considered for designation as LC-O.



### **GENERAL INTENT:**

- This corridor presents the best opportunity to create a primary-job employment center
- Business park, research and development, and health services
- Educational (tax exempt) or heavier manufacturing uses should not be on the primary corridor frontages

### **COMPATIBLE FUTURE LAND USE CHARACTER DESIGNATIONS:**

- Urban
- Commercial
- Multi-Family Residential (limited to niche products; not typical suburban garden-style apartments)

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# CHAPTER FIVE

*Goals and Recommendations*



## GOALS AND RECOMMENDATIONS

Using the 2009 Comprehensive Plan as a base, five Vision Statements were established for this Plan. The recommended actions included have been made based upon these Vision Statements. Many of the recommendations included are carried over from the 2009 Plan. New goals have been added to reflect current community preferences, demographic and socioeconomic trends and the findings from the market opportunity analysis.

### Comprehensive Plan Goals

The following five goals provide a framework for the Plan's recommendations. These goals are general statements of policy that may be cited when reviewing development proposals and used in making important community investment decisions regarding the provision and timing of facilities and services.

1. *A more cohesive city. Pursuing strategies to make Missouri City a more connected community.*
2. *More varied development to move beyond a "bedroom community" perception of Missouri City. Use development code provisions and direct recruitment to promote a balance of land use types as the community builds out in coming years.*
3. *An ongoing and increasing focus on neighborhood integrity and commercial redevelopment as the community continues to mature. Continue Missouri City's transition to a redevelopment focus as effective build-out of most remaining, developable land is reached in coming years.*
4. *Public and private development and design practices that encourage resource conservation and protection. Instill a "green" development philosophy in Missouri City.*
5. *Quality design and community appearance. Continue to build upon Missouri City's reputation for quality development.*



## Recommendations

The following recommendations were formulated to address the goals established for the Plan.

### 1. A more cohesive city.

- 1.1. Establish “centers” and focal points, whether in the form of a high-profile Town Center for the entire community or a series of nodes and neighborhood centers.
  - 1.1.a Utilize the relocation of the Houston Community College campus as a catalyze to focus corridor revitalization activities.
- 1.2. Improve the sense of connection in the far north neighborhoods, and prepare for the eventual absorption of Sienna Plantation into the community.
- 1.3. Build upon public and private, intergovernmental and institutional, private sector and non-profit partnerships.

### 2. More varied development to move beyond a “bedroom community” perception of Missouri City.

- 2.1. Focus on the recruitment of lifestyle amenities desired by residents (dining, retail, medical) — so these can be patronized and enjoyed locally.
  - 2.1.a Take steps to address an imbalance in the acreage dedicated to commercial/retail land uses in relation to the amount of retail trade that can be supported by the surrounding residential market area. Restoring the residential to retail balance, particularly in the areas along the Texas Parkway, Cartwright Road and FM 1092 corridors, could be facilitated by allowing some current retail uses to transition to residential alternatives. This approach should not convert all of the commercial/retail land uses however the conversion of some may create a better balance that would ultimately strengthen quality and performance.
- 2.2. Focus on the recruitment of more significant office and light industrial development to expand local employment opportunities, bolster the non-residential tax base, and build out the areas zoned for such purposes in the northern part of the community.
  - 2.2.a Provide opportunities for the location of light industrial and flex development near the intersection of Texas Parkway and US 90A highway; and light industrial, flex development and office along the FM 1092 and Fort Bend Parkway corridors. The Fort Bend Parkway tollroad corridor (primarily north of SH 6) presents the best long term opportunity for the City to create a primary-job employment center and thus diversify its tax base. The intersection of the Parkway and State Highway 6 has the potential to be an employment center comparable to those that exist at the intersection of State Highway 6 with other freeways/tollways in the Houston area. Based upon the large out-migration of residents, there is the potential to capture a significant workforce if suitable employment were available locally. The best opportunities for local office and light industrial growth are in the education, health services, specialized manufacturing, research and development sectors.
- 2.3. Encourage multiple housing types and floor plans to offer a variety of housing choices to residents, particularly in the areas surrounding and along the Texas Parkway, Cartwright Road, FM 1092 and Fort Bend Parkway corridors.

- 2.3.a A combination of housing options and lot sizes will promote life cycle housing opportunities in the community that will be useful for attracting and retaining younger families and older residents. Housing options such as two-family, patio cluster, townhome, and condominium would likely be attractive alternative housing options. The aging populations found in the areas surrounding Texas Parkway and Cartwright Road implies an opportunity for age-restricted and assisted living housing options along those corridors.
  - 2.4. Continue to provide opportunity for neighborhood-oriented businesses and services by focusing on the scale and potential impact of such development near residences rather than simply restricting allowable uses.
  - 2.5. Monitor potential commuter rail implementation in the area, and particularly the possibility for a transit station location in Missouri City, which could spur transit supportive development styles and intensities that likely would not otherwise occur in the community.
- 3. An ongoing and increasing focus on neighborhood integrity and commercial redevelopment as the community continues to mature.**
- 3.1. Continue to identify areas of the community that are experiencing, or at risk for experiencing, disinvestment and decline.
    - 3.1.a Establish targeted infrastructure improvement, funding and incentive programs that provide technical and administrative assistance to property owners to aid in redevelopment and aesthetic improvements. In some cases and/or strategic locations, public acquisition may need to be considered.
    - 3.1.b Conduct periodic market studies to determine potential support for redevelopment concepts for sites and buildings designed for prior generations of retail development.
    - 3.1.c Incorporate into the City's development regulations provisions allowing a relaxation of specified standards that may prevent or add difficulty to the redevelopment process, so long as certain precautions can be met. These provisions may apply community-wide or within specified boundaries. Variances may be considered as an acceptable option so as not to overburden areas with longstanding redevelopment needs.
    - 3.1.d Continue a pro-active code enforcement strategy that first offers helpful assistance to property owners in complying with municipal codes rather than a punitive approach, so that enforcement resources may be targeted to the worst areas and offenders.
- 4. Public and private development and design practices that encourage resource conservation and protection.**
- 4.1. Incorporate explicit resource protection standards into the City's development regulations.
    - 4.1.a Provide process and decision making guidance for assessing potential development impacts and mitigation options during the early stages of subdivision design and site planning.
    - 4.1.b Encourage more extensive use of cluster development in appropriate areas, particularly to support resource protection objectives to help preserve the character of estate and rural areas. This development option should be promoted with applicants at the concept plan stage and through educational seminars for area land planners and developers.

- 4.1.c Incorporate incentive approaches to encourage development outcomes that will bolster an area's intended, distinct character. In particular, a density bonus can be used to preserve more open space or resource areas, including floodplain, on a suburban site without penalizing the developer through reduced development yield. Developments in more urban areas that locate primary buildings closer to the street rather than set back behind large parking areas can be rewarded with reduced landscaping requirements for rear parking areas. Residential subdivisions that incorporate rear garages may be allowed a reduced front setback, especially in areas aiming to achieve Traditional Neighborhood Design (TND). Currently, TND approaches, including incorporation of walkable commercial areas, would be difficult without special exceptions or amendments to the City's zoning and infrastructure standards.
- 4.2. Apply LEED (Leadership in Energy & Environmental Design) principles in all public and private construction, and renovation.
- 4.3. Make a density bonus or other municipal incentive available to development projects that incorporate LEED green building technologies and practices into site and structural design.
- 4.4. Continue to collaborate with private land owners and developers to plan and execute master planned developments that gain value from a high degree of resource protection. This can be accomplished through coordinated land acquisition (such as for integrated school and park sites and for greenway establishment or extension) and through creative infrastructure design (such as regional drainage detention that also serves as a recreational amenity).

## **5. Quality design and community appearance.**

- 5.1. Continue to make clear the community's expectations for quality design—and recognize outstanding projects in the process—by using photographic examples to highlight development best practices.
- 5.2. Given Missouri City's primarily auto-oriented nature, encourage well-planned and designed private development and redevelopment along the community's major corridors.
  - 5.2.a Enhance development standards for tree preservation, landscaping, buffering, screening, and property maintenance along roadway corridors to improve appearance and aesthetics. Vegetation and natural areas should be preserved and incorporated into the design of all new roadways. While some disturbance to natural areas will occur, efforts should be made to minimize the impacts and enhance the roadway corridor through restoration of disturbed areas or beautification of the corridor through landscaping or other unique design elements.
- 5.3. Consider adopting more explicit design standards to require dedicated pathways and other features within the expansive parking areas of large auto-oriented commercial developments to allow for safe movement of pedestrians and bicyclists on such sites. These design elements can also serve as an aesthetic enhancement within the overall site design.

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**6**

# CHAPTER SIX

*Implementation Plan*

## IMPLEMENTATION OVERVIEW

This Implementation Plan describes specific ways in which Missouri City can take the recommendations within this Plan from vision to reality.

The importance of planning cannot be overstated—planning provides for the protection of private property and ensures future development occurs in a coordinated and organized fashion. The future of the City will be shaped using policies and recommendations developed in this Plan—decisions will be made that will influence many aspects of the City’s built and social environments. The future quality of life in the City will be substantially influenced by the manner in which the Plan’s recommendations are administered and implemented.

Planning for the City’s future should be a continuous process, with this plan being amended periodically to stay relevant. The Plan’s policies and recommendations may be implemented through development regulations, such as the zoning and subdivision ordinances, through capital improvement programs, special projects, plans and partnerships. Many recommendations within the plan may be implemented through simple refinement of existing regulations or processes, while others may require the establishment of new regulations, programs, or processes. Some recommendations will require additional community input and the continued support of local organizations and private partnerships.





## **There are five general methods for plan implementation:**

### **Capital Improvements Programming (CIP)**

The CIP is a multi-year plan that identifies budgeted capital projects, including street infrastructure; water, wastewater, and drainage facilities; parks, trails, and recreation facility construction and replacement; construction of public buildings; and purchase of equipment. Decisions regarding the prioritization of proposed capital improvements should consult the recommendations and action items of this Plan.

### **Development Regulations, Standards, Policies, and Procedures**

Land development regulations and engineering standards are fundamental for implementation, as well as zoning and subdivision regulations in ensuring the form, character, and quality of development reflect the City's vision. They should not delay or interfere with appropriate new development or redevelopment that is consistent with the vision and recommendations in this Comprehensive Plan.

### **Special Projects, Programs, and Initiatives**

Special projects, programs, and initiatives typically focus on a single objective that seek to accomplish a particular goal or recommendation. They range from special projects that enhance physical development to city-wide initiatives, such as creating a healthy community through a variety of programs.

### **Specific Plans and Studies**

There are important areas where site-specific planning studies are recommended for analysis at a higher degree of detail than is appropriate for the purposes of a comprehensive plan. Thus, there are recommendations in this Plan that may be implemented after additional studies and/or planning analysis is completed.

### **Coordination and Partnerships**

The City cannot accomplish everything outlined in this Plan alone, it will require direct coordination, intergovernmental agreements, and financial support from other public entities or levels of government. There are also private and non-profit partners that can further advance the community's goals through cooperative efforts, volunteer activities, in-kind services, and public-private financing of community improvements.

## Proactive and Reactive Implementation

There are two primary methods of plan implementation: proactive and reactive methods. To successfully implement the plan and fully realize its benefits, both methods must be used in an effective manner.

Both proactive and reactive actions that could be used by Missouri City are described below.

- Examples of *proactive* methods include:
  - Developing a capital improvements program (CIP), by which the City expends funds to finance public improvements to meet strategies cited within the Plan;
  - Updating zoning regulations; and
  - Updating subdivision regulations.
- Examples of *reactive* methods include:
  - Approving a rezoning application submitted by a property owner consistent with the Comprehensive Plan;
  - Site plan review; and
  - Subdivision review.

## Education and Training

A necessary first step is to conduct individual training workshops with the Planning and Zoning Commission, City Council, and key staff members, as well as others who have an individual and collective role in Plan implementation. Training initiatives should include:

- Discussion of the roles and responsibilities of each individual entity, and its function with regard to plan implementation;
- A thorough overview of the entire plan, with particular emphasis on the segments that most directly relate to their responsibilities and purposes;
- Implementation tasking and priority-setting, allowing each group to establish their own one-, two-, and five-year agendas, in coordination with the Plan;
- Facilitation of a mock meeting to display the effective use of this plan's policies and recommendations; and
- A concluding question-and-answer session.







# COMPREHENSIVE PLAN GOALS

- 1** A more cohesive city. Pursuing strategies to make Missouri City a more connected community.
- 2** More varied development to move beyond a “bedroom community” perception of Missouri City. Use development code provisions and direct recruitment to promote a balance of land use types as the community builds out in coming years.
- 3** An ongoing and increasing focus on neighborhood integrity and commercial redevelopment as the community continues to mature. Continue Missouri City’s transition to a redevelopment focus as effective build-out of most remaining, developable land is reached in coming years.
- 4** Public and private development and design practices that encourage resource conservation and protection. Instill a “green” development philosophy in Missouri City.
- 5** Quality design and community appearance. Continue to build upon Missouri City’s reputation for quality development.

## IMPLEMENTATION PLAN

The implementation plan is the community’s guide to track and monitor the progress of each recommended action. Although a lead entity is identified, these recommendations can only be achieved through a collection of stakeholders and partnerships, working together to promote the health and welfare of the community.

**TABLE 6.1: IMPLEMENTATION PLAN**

RECOMMENDATION	ACTIONS AND STRATEGIES	SUGGESTED TIMEFRAME	LEAD ENTITY
Perform diagnostic of existing regulations to ensure proposed future land uses are allowed	<ol style="list-style-type: none"> <li>1. Review and prepare a diagnostic report of the City’s development regulations which identifies changes needed to accommodate recommended actions.               <ol style="list-style-type: none"> <li>a. The diagnostic report should include:                   <ul style="list-style-type: none"> <li>- Review and appropriate definitions and standards for “flex-space” and “logistics/distribution” centers;</li> <li>- Implications for rezoning within selected corridors, including the creation of new taxable property values and sales tax generation.</li> </ul> </li> </ol> </li> </ol>	Ongoing	Development Services Department - Planning & Development Division
Strategically rezone properties to accomplish land use transitions identified.	<ol style="list-style-type: none"> <li>1. The City should position itself through staff review and zoning processes to be receptive and act affirmatively toward rezoning requests to help land use transitions.               <ol style="list-style-type: none"> <li>a. Zoning and rezoning reports should annually track i) new jobs created; ii) increase in taxable property value; iii) changes in sales tax revenue; and iv) overall benefits to the community.</li> </ol> </li> </ol>	Ongoing	Development Services Department - Planning & Development Division
Continue to utilize economic development efforts to market the City to attract new employers, developers, and businesses	<ol style="list-style-type: none"> <li>1. The City should be establish a marketing approach to attract new employers, developers, and businesses in sectors consistent with the recommended actions.</li> <li>2. Conduct periodic detailed studies in the selected corridors to provide conceptual plans for potential development and redevelopment.</li> </ol>	Ongoing	Economic Development

**TABLE 6.1: IMPLEMENTATION PLAN (CONTINUED)**

RECOMMENDATION	ACTIONS AND STRATEGIES	TIME-FRAME	LEAD ENTITY
<p>Create Corridor Action Committees to assist in monitoring and guiding development and redevelopment along the selected corridors</p>	<ol style="list-style-type: none"> <li>1. Organize committees to help monitor, encourage and guide the development and redevelopment activities along the selected corridors. Committees should consist of City staff, business and property owners, stakeholders and residents.</li> </ol>	<p>0 - 2 Years</p>	<p>City Council</p>
<p>Coordinate with other governmental agencies, stakeholders and partnerships to ensure that there is a collective vision for the growth and development of the selected corridors</p>	<ol style="list-style-type: none"> <li>1. Coordinate meetings and presentations with other entities, agencies and stakeholders to promote corridor development.</li> <li>2. Identify opportunities for partnerships along each corridor to assist in incremental development.</li> </ol>	<p>Ongoing</p>	<p>City Administration &amp; Staff</p>
<p>Seek grant and funding opportunities to enhance the public realm within the selected corridors</p>	<ol style="list-style-type: none"> <li>1. Identify and monitor local, regional and federal grant opportunities that would be appropriate and align with the vision and goals of the Plan.</li> </ol>	<p>Ongoing</p>	<p>City Administration &amp; Staff</p>





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